APRIL 2020

IACP
International Association of Chiefs of Police

POLICE CHIEF

Recruitment & Retention

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The Role of Culture in Recruitment and Retention

Steven R. Casstevens
Chief of Police
Buffalo Grove Police Department, Illinois

> "Practice what you preach. Make it known what you stand for. Be intentional in the way you shape your agency's culture."

"CULTURE IS TO RECRUITING AS PRODUCT IS TO MARKETING."

I overheard this said the other day and could not help but share the idea with the rest of you, seeing as how fitting it is to the theme of this issue of *Police Chief*. All too often, the notion of culture gets lost within our everyday responsibilities, and it is time we refocus on the topic.

While respective agencies and regions may experience challenges unique to them, the field of law enforcement is broadly experiencing a recruitment and retention crisis. We struggle to find the right people—and, when we do get those people, we sometimes find it challenging to keep them.

Nearly every chief I speak to around the globe is facing some level of difficulty related to recruitment and retention. The reasons for this are stratified and varied—some are beyond the control of police leaders, and some are not. While it is easy to identify the problem, at times we struggle as a field to adopt workable solutions.

One in-house, homegrown approach for the current recruitment and retention crisis we are facing is for all command-level leadership to cultivate and promote a positive and sustained culture within an agency. While building a healthy organizational culture might not solve every challenge, it creates the foundation upon which we can attract potential recruits and incentivize those recruits and our existing workforce to stay.

We must remember that this culture is not just internal. Our communities are also aware of the work we do. They are especially attuned to the commitment of agency leadership to do good work and to serve the public. Such an awareness directly impacts how potential recruits view the agency and the job, possibly making or breaking whether an individual applies.

As part of our efforts in this area, the IACP established a Women in Policing Task Force to look at gender diversity within recruitment, retention, and promotion. During its first meeting in February 2020, the notion of culture was deeply explored throughout the entirety of the session. This culture shines within our recruitment practices, from the look and feel of our ads to the demographical makeup of our recruitment teams. Our culture demonstrates, to both our agencies and the public, what we value and how we narrate our story. So too does it shape our success in retaining our workforce. Culture is the backbone of how we develop, and educate our officers, how we show our respect for diversity and new ideas, and how we communicate our vision for the future. A healthy culture fosters growth, ideas, and innovation, and it makes recruits eager to be hired or reminds existing officers of why they joined the force.

There are powerful influences on our organizational culture that we cannot

overlook. As a police leader, I urge you to take the time to look at how your agency's policies and practices are shaped by the culture of the agency. What are the items visible in your agency that reveal who you are and what is important to you and your colleagues? What is on your bulletin boards? How is roll call conducted? What are the climate and daily discussion? What are the types of energy, creativity, engagement, and teamwork on display in your agency?

If you are not satisfied with how things are being portrayed, take the time to change them now. One of the most important concepts discussed within the Women in Policing Task Force meeting was the value of a leader. Practice what you preach. Make it known what you stand for. Be intentional in the way you shape your agency's culture. This focus will pay dividends in the long run, especially in relation to who you are able to recruit and how long you are able to retain them.

A chief's job is never easy. When I consider what it means to be a police chief, a thousand things come to mind—duties, roles, and expectations. But perhaps the most important duty I have, outside of keeping my officers and the public safe, is to foster and promote a strong and healthy culture within my agency.

We should consider building or improving police culture to be an empowering goal. Achieving it puts us in the driver's seat to create our own narrative and to improve upon the public sentiment surrounding law enforcement.

How we define our outlook not only determines whether or not an agency sinks or swims, but it also tells the world how we would like to see the field of law enforcement grow into the future.

Photo courtesy of Richmond Police Department, VA.

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Two Countries Partnering for Strategic Success

Eugênio Coutinho Ricas, Brazilian Federal Police Attaché in United States

> "Strong transnational partnerships are the best way to keep our countries and people safe."

DESPITE HAVING ITS CURRENT ASSIGNMENT DEFINED IN THE 1988 BRAZILIAN CONSTITUTION, THE FEDERAL POLICE OF BRAZIL WAS ORIGINALLY CREATED IN 1808 BY D. JOÃO VI (THE KING OF PORTUGAL AND PRINCE REGENT OF BRAZIL).

Over time, its role has evolved and, in 2020, the Federal Police has a lot of assignments, including the fight against drug trafficking, administrative services, and immigration services, to name a few. In Brazil, the Federal Police carries out the same work carried out by the many federal U.S. agencies, such as the Federal Bureau of Investigation, Drug Enforcement Agency, Customs and Border Patrol, Immigration and Customs Enforcement, Fish and Wildlife Service, and Coast Guard, among others. In recent years, the Federal Police have executed numerous operations against corruption, most notably Operation Lava Jato (Operation Car Wash). This operation dismantled an important criminal organization that had infiltrated all areas of the Brazilian state. Operation Car Wash ultimately led to the arrest of the former president of the republic, several congresspeople, governors, business executives, lawyers, and other high-profile figures.

The Federal Police's solid and impartial performance made the agency recognized as the most trusted public institution in Brazil, according to research recently conducted by the Institute of Democracy.

Currently, the Federal Police has 32 police positions abroad, with representation in 19 countries. In addition to the Attaché Office at the Embassy of Brazil in Washington, DC, the Federal Police has liaison officers throughout the United States—at the Inter-American Defense College (Washington, DC); the Organization of American States (Washington DC); the National Targeting Center (Sterling, Virginia); Homeland Security Investigations (Miami, Florida); El Paso Intelligence Center (El Paso, Texas); and INTERPOL's Office at the United Nations (New York).

It is easy to understand the importance of the United States to the Federal Police and to Brazil as a whole. Considered a major strategic partner, the United States is the country with the highest number of Federal Police representatives in the world. Moreover, partnership between our countries has already produced excellent results in all areas of criminal justice.

As an example, last year, the Federal Police and FBI jointly conducted an investigation that dismantled an Israeli-led gang that sold drugs, weapons. and other contraband on the dark web. In another recent example of Brazilian-U.S. law enforcement partnership, the Federal Police worked with the Los Angeles, California, Police Department (LAPD) to investigate a homicide committed by two Brazilian nationals against a young Brazilian woman in California. While the LAPD investigated the events in the United States, the Federal Police conducted an investigation on the suspects in Brazil. The two suspects have since been arrested and pleaded guilty to their charges after fleeing from the United States to Mexico and then to Brazil. In addition to these examples, there are a number of other projects and operations carried out by Federal Police in partnership with U.S. agencies.

For my part, I can say that representing the Brazilian Federal Police in the United States has been an indescribable honor. My first professional experience on U.S.

soil was in 2012, when I attended session 251 of the FBI National Academy. That experience, probably one of the most remarkable of my career, opened my eyes to the importance of building a solid network in combating transnational crime. Later, in 2018, as director of Investigations and Combating Organized Crime for the Federal Police, I had the honor of officially visiting some major law enforcement agencies in the United States. Now, as the Federal Police's attaché in the United States, I feel that I am at the height of my career and feel even more prepared and qualified to face future challenges as they come.

I have no doubt that, with the increase in transnational crime around the world, strong transnational partnerships are the best way to keep our countries and people safe. This has been the Brazilian Federal Police's mission, and I imagine that it is also the mission of law enforcement across the United States. By working together, we can continue to protect our communities, bring criminals to justice, and maintain the trust of those we serve.

Visit Police Chief Online and navigate to the Global Policing page (policechiefmagazine.org/category/topics/global-policing) for more articles on transnational issues and global policing.

POLICE WEEK 2020

EACH YEAR DURING POLICE WEEK, COMMUNITIES ACROSS THE UNITED STATES hold memorial services in remembrance of police officers who have made the supreme sacrifice for their communities. Also during this week, police departments host open houses, conduct tours of their facilities, and hold community activities to celebrate police officers and their duties.

BACKGROUND

May 15 was designated Peace Officers Memorial Day and the week it falls in as Police Week by U.S. President John F. Kennedy in 1962.

In 1994, a joint resolution of the 103rd Congress directing that the U.S. flag be flown at half-staff on all government buildings on May 15 was signed into law by U.S. President William J. Clinton.

TODAY

Many municipalities designate specific days for Police Week events and require local governmental buildings to fly their flags at half-staff on May 15.

Traditionally, during Police Week, many law enforcement officers go to Washington, DC, to take part in a number of events to honor those officers who have died in the line of duty.

2020 NATIONAL POLICE WEEK SERVICES

Due to the current health crisis, public gatherings for the 2020 Police Week have been canceled; however, the law enforcement community will be honoring the 2019 fallen officers through virtual events.

As the end of the crisis draws near, plans will be made for a live vigil, as well.

Saturday, May 9	National Police Week Virtual 5K
Wednesday, May 13	Virtual Candlelight Vigil

Visit **www.policeweek.org** for more information.

IACP Recruitment, Retention, and Hiring Resources

Women in Policing Task Force (WPTF)

The Women in Policing Task Force focuses on the recruitment, retention, and promotion of women in the policing profession. Chaired by IACP First Vice President Cynthia E. Renaud, the task force includes 15 members from across the globe. The task force met for the first time in February 2020, and members discussed recruitment barriers, marketing and messaging, mentoring and coaching, police culture, academy preparation, and organizational leadership. The next WPTF meeting is scheduled to take place at the IACP headquarters on June 25, 2020, and will focus on retention and promotion. The IACP will work to develop information from these meetings into deliverables for the field.

Collaborative Reform Initiative Technical Assistance Center (CRI-TAC)

CRI-TAC Collaborative Reform Initiative TECHNICAL ASSISTANCE CENTER
A Program of the COPS Office

The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) stands ready to assist agencies through no-cost training and technical assistance in recruitment, hiring, and retention. With support and funding from the U.S. Department of Justice, Office of Community Oriented Police Services (COPS Office), CRI-TAC focuses on "by the field, for the field" delivery of customized solutions to meet the specific needs of your agency. CRI-TAC is actively supporting agency requests for assistance in recruitment, retention, and hiring through diverse and tailored training and technical assistance to include

- One-on-one virtual mentoring
- Review of policies and procedures
- Presentation of promising practices
- Workshop forums focused on regional and national trends

Visit **www.collaborativereform.org** for assistance or email **CRITAC@theIACP.org**.

DEMOGRAPHIC SURVEY

The IACP has released a report on the recruitment challenges facing law enforcement agencies (see insert in this issue). One focus area of the report is the continuing challenge of ensuring workforce inclusivity and diversity.

Diversity is a priority for the IACP. In fact, last year the membership voted to amend the IACP Constitution to highlight the association's commitment to diversity and inclusion. As part of this continuing process, and to measure our progress in building diversity within our organization, the IACP is conducting a brief two-question demographic survey of the membership.

Please take a moment to complete the survey by visiting **www.surveymonkey.com/r/K6BZC3Y**.

Management Studies

The IACP offers a variety of professional services to law enforcement agencies, including comprehensive evaluations, resource allocation, and strategic planning studies. IACP management studies bring together a team of subject matter experts to conduct an comprehensive assessment of an agency or to provide a review on a particular issue or policy concern. Each assessment includes a final report highlighting effective practices used by the agency, as well as recommendations to improve agency administration and the delivery of police services. Many requests for management studies are related to recruitment, hiring, retention, and training. The IACP is ready to evaluate staffing levels and hiring processes or help to improve recruitment of a particular diverse group, such as women or people of color.

For more information, contact **ProfessionalServices@theIACP.org**.

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Q: What can agencies do to address retention problems?

A: Agencies can address retention problems by doing the following:

- Develop an orientation program where applicants have an opportunity to witness a training environment firsthand. The Pennsylvania State Police has experienced positive results from this method.
- Implement a mentoring program that is designed to enhance the development of applicants by having officers share expertise, values, perspectives, attitudes, and proficiencies. This can increase applicant retention throughout the hiring process.
- Create an all-inclusive committee that reviews current and proposed policies or practices that may adversely impact certain populations of the agency. This approach can create an environment where underrepresented members of an agency feel that their concerns are being addressed, hence increasing retention.

Robert L. Bailey
Lieutenant/Commander, Recruitment Services Section
Pennsylvania State Police

A: There is no silver bullet to solve retention problems in law enforcement. Unfortunately, many agencies spend their time and resources trying to find the "perfect" solution, only to be disappointed. Instead, departments need to focus on a holistic approach.

One idea is to educate and inspire staff by helping them understand the "why" of what they do. Aligning their purpose with the vision and goals of the department will increase engagement. Additionally, the department should coach staff members to help them reach their individual goals. When employees see the department investing in their future, they will be more engaged. The more engaged the officer is, the more likely the agency will retain the officer.

Billy Grogan
Chief of Police
Dunwoody Police Department, Georgia

A: Retention problems are not unique to geographically dispersed or metropolitan agencies. Low retention affects organization succession, organization service efficiency, and community confidence in agency performance. Police agencies must commit to long-term retention plans, including improved mentorships for novice officers and the development of eager, driven personnel teams to ensure quality agency ambassadors. Mentorships enhance officer improvement through the support of seasoned, skilled agency professionals. Ultimately, people are inclined to remain with agencies that value and recognize their talents. Agencies that create positive recognition and growth opportunities engender staff commitment, leading to higher retention. In many cases, officers are fully rewarded by the recognition that their work enhances the lives of others.

Leonard Redhorse III
Lieutenant
Navajo Police Department, Arizona

A: The recruitment of qualified people into our organizations is one of the most important tasks for police commanders, but retaining that talent is of equal importance. As leaders, it is incumbent upon us to identify the very best of our communities for service and then provide them with the necessary tools to be exceptional. To that end, we must work to identify what motivates our teams and feed that drive. Law enforcement officers do noble work for their communities under extraordinary circumstances, keeping them properly trained, equipped, and supported is paramount. Without keeping great people on the bus, it is impossible for the bus to get out of the station.

Michael Rein
Deputy Chief
Rutgers University Police, New Jersey

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1Q3A

Experience is often said to be the best teacher. Each month, a question asked by a new chief of police or future law enforcement executive is answered by experienced leaders from our mentorship panel.

Q: *What have you found to be successful ways to recognize personnel achievements or excellence?*

A1: *Chief Deanna Cantrell:* Praise and recognition can cost little to nothing and add value that is immeasurable. Sometimes our folks can feel disenfranchised, so recognizing the value they add to the organization is critical to bringing them back into the fold. I have found that being timely and genuine with praise and recognition go a long way toward employees' feeling valued. Also, being able to tie the praise to a common vision, strategic goal, or organizational direction is important so employees understand they are a crucial piece of the overall puzzle, without whom the picture would be less complete. Additionally, while our personnel enjoy recognition from the top, any program that involves peer-based recognition is particularly gratifying.

A2: *Chief Adam Palmer:* I utilize a variety of methods to recognize and thank our staff for their achievements. In the short term, I focus on providing daily recognition through social media, email, phone calls, and personal visits. Over a longer time horizon, I leverage the many events that bring our staff together, including patrol briefings, senior management team meetings, and departmental events I speak at. For major milestones in years of service, I invite the staff member and their family to attend my office so I can present them with a framed letter and thank them for their exemplary service. Finally, for staff that demonstrate the highest levels of achievement, we utilize an annual awards ceremony as well as nominating them for major awards from government and police organizations.

A3: *Chief Susan Ballard:* Small things count a lot. My office regularly receives letters and emails that describe the awesome work that our officers are doing in the community. In addition to thanking the citizen for writing, I add a personal note before forwarding the email or letter to the officer—and if the letter is especially touching or has a great message, I'll read it on my vlog that's sent out to our employees.

Employee recognition comes in all shapes and forms. Formal awards and certificates are great, but even small gestures can mean a lot. Just ask any officer.

MEET THE MENTORS

Deanna Cantrell, Chief of Police
SAN LUIS OBISPO POLICE DEPARTMENT, CA

Adam Palmer, Chief Constable
VANCOUVER POLICE DEPARTMENT, BC

Susan Ballard, Chief
HONOLULU POLICE DEPARTMENT, HI

"Q" Do you have a question for our mentors? Email us at **EDITOR@THEIACP.ORG**, and you might see it in a future issue!

BY
Bradley A. Morefield, Esq., Lieutenant,
Houston Police Department, Texas

Discipline Matrix

A Recipe for Department Excellence

OCCASIONALLY, I WILL CATCH MY CHILDREN SAYING, "THAT'S NOT FAIR!" I REPLY, "FARE IS WHAT YOU PAY TO GET ON A BUS." USUALLY THE HOMONYMIC DEVICE OF "FAIR" AND "FARE" STEERS THEIR MINDS AWAY FROM WHATEVER THEY THINK IS NOT FAIR IN THE MOMENT AND BRINGS SOME LIGHT COMEDIC RELIEF TO THE SITUATION.

INTERESTINGLY, THE TWO WORDS ARE QUITE DIFFERENT. THE FARE TO RIDE A PUBLIC CONVEYANCE IS A STATED, OBJECTIVE MONETARY VALUE WHEREAS WHAT IS FAIR IN POLICE DISCIPLINE EXISTS SOMEWHERE IN THE ETHER—IT IS DIFFICULT TO GRASP AND DEFINE. POLICE DISCIPLINE, IN THE PUNITIVE SENSE, MAY FEEL UNFAIR TO SOME EMPLOYEES, BUT IT IS A NECESSARY FUNCTION OF A WELL-RUN POLICE DEPARTMENT.

DISCIPLINE IS NECESSARY AND INEVITABLE

Effective discipline can help a department provide transparency to the public, communicate expectations, and withstand the scrutiny of any number of venues such as an administrative hearing, an investigation by the Equal Employment Opportunity Commission, or a lawsuit. Additionally, properly utilized discipline can help correct or separate an employee who has committed misconduct and send a message to other employees about the employer's expectations. On the other hand, a department's failure to discipline, i.e., to properly investigate claims of misconduct and discipline its employees, could subject the municipality to liability under a Section 1983 claim.[1] A review of federal cases from 2019 reveals that, although plaintiffs do not always proffer the evidence to prove a violation, the cause of action for failure to discipline is alive and well.[2] Law enforcement agencies can take specific steps to cultivate fair and consistent discipline outcomes and to provide the necessary evidence to help avoid municipal failure to discipline liability. One such step is to have a discipline matrix.[3]

DISCIPLINE MATRIX: A RECIPE TO FOLLOW

A department should have a discipline matrix—a recipe of sorts—that sets out each infraction and the potential punishment that may ensue. A recipe contains a list of ingredients, along with the desired outcome. Straying from the recipe can sometimes produce a more pleasing outcome, but, often, it leaves a bad taste in one's mouth. Police discipline similarly should stick close to the matrix recipe. One matrix recipe, for example, might include the ingredient of arriving to work late without an authorized excuse. The outcome might include counseling, or in the case of multiple infractions, more serious discipline. If a department strays from the recipe and jumps to an elevated outcome without having documented prior infractions, then, like improperly baking a soufflé, the action could flatten the employee's spirit and possibly be overturned in an appeal.

Some of the best recipes are those that have been used in the family's kitchen for years; however, when it comes to the discipline matrix, the content must be fresh and up to date. An agency should consistently evaluate its policies in order to ensure they are in line with current techniques, procedures, and expectations and to incorporate changes in statutory and case law. Similarly, the matrix must be closely related to department policy, so it will need to be updated regularly in order to stay aligned with policy changes. A yearly review schedule is a good way to ensure that the policies are evaluated on a consistent basis. A matrix that is mismatched to policy may cause issues in litigation and could cause a disciplinary action to be overturned.

CRAFTING A MATRIX

A well-crafted discipline matrix containing a list of punitive corrections for specific policy violations can help provide transparency to the public, communicate expectations to employees, serve as evidence in litigation, and reduce agency liability. Certain policy infractions require a greater degree of specificity, especially those involving public accountability or close contact with the community.

A matrix should be specific enough to give notice to employees of the potential punishment for violating a policy provision, but not so specific that a chief is precluded from issuing

> *A department should have a discipline matrix—a recipe of sorts—that sets out each infraction and the potential punishment that may ensue.*

discipline on a case-by-case basis. If each policy infraction and potential errant action had its own line item in the discipline matrix, then the matrix would be too robust, so a balance must be struck. Consider, for example, a policy violation for failure to report to duty with all necessary equipment. It may be unnecessary to enumerate in the matrix all the different pieces of equipment an officer might forget when reporting for duty. With this infraction, the matrix may provide a range of punishments, not a specific punishment, so that a chief can reserve discretion in order to consider the specific facts.

However, even a seemingly straightforward infraction like not reporting for duty with the correct equipment may need some fine-tuning. Failure to bring a rain jacket may just result in the officer getting wet during that shift. Forgetting to bring one's flashlight, though, is an officer safety matter and justifiably more serious than forgetting a rain jacket. An agency might, therefore, have a specific infraction for failure to report for duty with equipment that affects officer safety. Splitting off an action like this into its own infraction will allow the department to communicate the seriousness of officer safety, take action on the violations, and track similar infractions. In turn, the municipality may be better able to defend a lawsuit, such as use of force, by showing the agency was not deliberately indifferent to matters of safety.

INFRACTIONS AFFECTING THE COMMUNITY

When developing the matrix, consider the impact of officer actions or inactions that directly affect the public. Officer behavior that could negatively impact an agency's relationship with the public deserves more specificity in the matrix so that employees and the public are aware of how important it is to the agency and the municipality to preserve the public trust. For example, an officer's failure to turn on a body-worn camera at a scene could damage the agency's relationship with the public because community members may believe there is a lack of transparency, or worse, a cover up. Similarly, one instance of officer rudeness splashed all over social media could cause an agency to lose a tremendous amount of stored emotional capital. Delineating specific actions and the potential consequences in the matrix can help illustrate—to both officers and community members—the importance of cultivating and maintaining an excellent relationship with the community.

CONCLUSION

In conclusion, a discipline matrix can help bridge the gap between policy and punitive correction in order to help an agency become more self-disciplined. A well-written matrix, when followed like a recipe, can help communicate expectations, maintain transparency, and provide favorable outcomes for the municipality in the eyes of the public, the media, and the courts. When reviewed regularly and followed, a discipline matrix might just be one recipe in a chief's cookbook for leading a great department.

Looking to update your discipline model? Visit policechiefmagazine.org/internal-procedural-justice to read about Tucson's revamped discipline matrix.

NOTES:

[1]42 U.C.S. § 1983.

[2]A Westlaw search on January 8, 2020, revealed 115 federal district court cases in 2019 that utilized the word "police" with the phrase "failure to discipline." In 2019, a handful of U.S. federal circuit cases involved failure to discipline.

In *Barnes v. City of Centralia, Illinois*, the plaintiff failed to offer evidence at the district court to support a claim of failure to discipline so the plaintiff changed to a different theory, and the appellate court did not weigh in on failure to discipline. *Barnes*, 943 F.3d 826 (7th Cir. 2019).

The court held that plaintiff cannot cite as evidence disciplines that occurred after the discipline of the defendant deputy in order to prove a failure to discipline claim, and in this case, plaintiff had cited only one prior discipline; therefore, the cause of action failed in *Waller v. City and County of Denver*, 932 F.3d 1277, 1290 (10th Cir. 2019).

A failure to discipline claim was ruled proper due to a municipal police department's inadequate or lack of investigation of citizen complaints regarding illegal search and seizure and its failure to create a well-run Internal Affairs Department, resulting in a dearth of accountability and record keeping in *Estate of Roman v. City of Newark*, 914 F.3d 789 (3rd Cir. 2019).

[3]Often, police disciplinary systems are affected by local and state laws as well as collective bargaining and other types of employment agreements, often involving unions. Leaders should be sure to check their local rules and statutes.

Police Officer Load Carriage Requirements

BY
Robin Orr, PhD, Tactical Research Unit, Bond University; Joseph Dulla, Lieutenant, Los Angeles County Sheriff's Department, California; Ben Schram, PhD, Tactical Research Unit, Bond University; and Elisa Canetti, PhD, Tactical Research Unit, Bond University, Gold Coast, Australia

LAW ENFORCEMENT OFFICERS ARE REQUIRED TO CARRY AND WEAR LOADS AS PART OF THEIR OCCUPATIONAL DUTIES. WHILE MILITARY AND FIREFIGHTER PERSONNEL CAN CARRY LOADS OF OVER 45 KG AND AROUND 22 KG RESPECTIVELY, LAW ENFORCEMENT OFFICERS ASSIGNED TO GENERAL PATROL DUTIES CARRY AND WEAR LOADS OF AROUND 10–12 KG.

When considered against an officer's build, this load equates to about 12–14 percent of his or her body weight. However, while the loads worn by military and firefighter personnel are heavier, they are worn intermittently. Conversely, the loads worn by law enforcement officers, although lighter, have a more chronic exposure—they are worn more frequently and for longer periods over an officer's career.

The requirement to wear loads can negatively impact an officer's mobility and marksmanship and can increase physical injury risk. Research in law enforcement specifically has found that worn loads significantly reduce an officer's ability to sprint and change direction. Even when standing still, these loads can alter an officer's range of motion. A study on Australian police officers, which assessed movement quality via a Functional Movement Screen, found that the movements that officers performed more poorly were associated with joints of commonly reported injuries (shoulders, back, and knees). Apart from joint injuries, load carriage can impart injuries to

the skin (blisters and bruising) and neural system (brachial plexus palsy—an injury across the shoulder that radiates down the arm to the hand causing numbness). The research on marksmanship impact is variable and largely dependent on the officer's skill, continued practice wearing the equipment, and fitness level. Likewise, based on research drawn from military personnel, given the complexity of the brain and cognition, the impact of wearing loads is conflicting and may, for example, impact attention to visual tasks.

Load bearing vests are becoming more popular than the previous hip loads; these vests can include body armor and allow for equipment to be transferred from the hips to the upper body. It is important to note that there is still limited research comparing these recent variations in load carriage options. These vest variations transfer loads from the hips to the upper body, and this weight distribution needs to be a part of evaluation and implementation considerations. An Australian study found that even one equipment distribution variation, such as wearing a load bearing vest with body armor inserts and all equipment, bar the sidearm worn on the hip, imparted both similar and differing impacts on the officer when various brands of vests were worn. Comfort, marksmanship, mobility, and occupational tasks were similar and dissimilar depending on the brand worn. One study also found a notable difference in movement and occupational task performance when wearing body armor designed for military rather than law enforcement personnel. The outcome of this study, not surprisingly, suggested that officers performed better when wearing systems that were designed for law enforcement duties and off-the-shelf military body armor should not be a quick solution.

HIP BELT VERSUS VEST LOADS

The question of whether loads should be carried on the hips or torso creates a polarizing response. The answer is not so clear, and both sides have valid arguments. The hip belt may impact the range of motion for bending forward (thereby increasing load to the back), while also fixing hip position in a car seat (leading to an increased requirement to rotate the spine to use the CADS). The vest transfers the load to the torso (while mitigating the hip impacts), shifting the load upward on the body, which, in turn, can increase the load on the lower back when bending forward. So, for an officer with lower back or lumbopelvic dysfunction caused by rotation, the vest may be more comfortable. Conversely, an officer with a flexion- or extension-based lower back pathology may prefer loads on the hips. Thus, the solution is dependent on each individual officer.

> ***"The requirement to wear loads can negatively impact an officer's mobility and marksmanship and can increase physical injury risk."***

Torso-borne loads may also decrease the energy required to carry the load, whereas loads on the hips can make the carrier more stable when moving across uneven terrain. Conversely, the carry angle may be reduced (arm swing past the hips) when the load is carried on a vest, potentially decreasing cumulative loads through the shoulder. Loads on the hip remove weight directly imparted on the shoulder. Thus, when deciding on whether the load should be worn around the hips, on the torso, or split between both, the requirement should be considered on an individual basis until more research becomes available.

It is important to note that while research investigating the differences between hip- and vest-worn loads is growing, the research is typically with smaller numbers of officers and is still relatively new and lacks chronicity. There is often a perception that the vest-borne load carriage approach is too "militarized" and would not be viewed favorably by the public. Education here is key. The concept of militarization of the police could more appropriately be viewed as officers being given the required equipment to complete their occupational tasks. Furthermore, there is limited valid, large-scale research investigating the public's and officers' perceptions on torso-worn loads.

WELLNESS AND LOADS

Given their longer exposure to load carriage, it is imperative that these loads are worn correctly and that the physical body of the officer—the framework for the load carriage system—is adequately prepared. Whether loads are worn on the hips or torso, the carriage system (belt or vest) needs to be fitted correctly. It should not be assumed that officers know how to best wear and fit their gear, and what may feel comfortable when initially setting up the system may change with postural position (e.g., fit the system when standing, but spending most of their occupational day sitting at a desk

or in a vehicle). Once the load system is fitted correctly, the officer's fitness should be optimized. Research has shown greater aerobic fitness and strength in relation to body weight are key fitness parameters for load carriage. Furthermore, body composition is of note. For example, research has found that even when wearing a *relatively* light load (10 kg), body fat will negatively correlate with physical task performance. For long-term wellness, small things can make a noticeable long-time impact, especially those that impact the body's ability to physically recover. As such, optimal sleep and nutrition intake can translate into better physical resilience to mitigate this daily occupational requirement.

KEY POINTS

- Research comparing hip and torso load carriage is minimal and typically with small sample sizes.
- Regardless of the type of load carriage variation (hip, torso, etc.), officers need to be physically optimized to carry load.
- Personal and operational requirements will dictate what load carriage configuration is most appropriate to be worn.

For further information, please contact the authors.

SUMMARY

Law enforcement personnel are required to carry body-borne loads. These loads can impact on performance and increase the risks of short- and long-term injury. Whether these loads are worn on the hips or torso, officers need to be physically optimized to carry, and sustain the ability to carry, these occupational loads. This optimization includes physical fitness, as well as proper sleep and nutritional practices.

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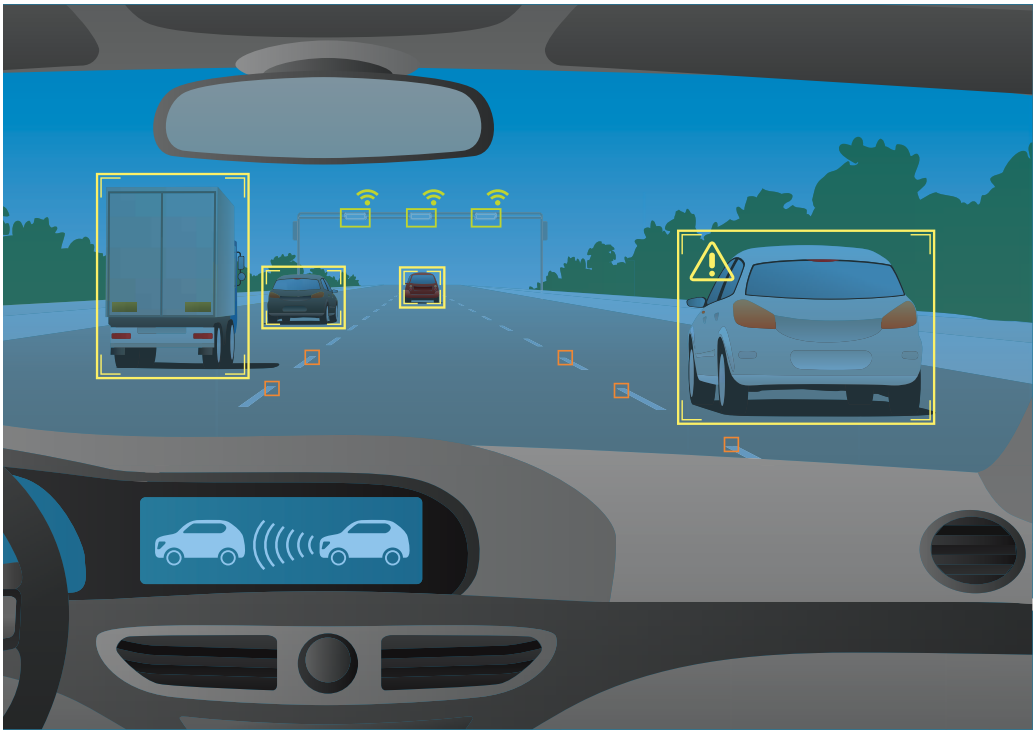
BY
Terence J. McDonnell, Staff Sergeant, New York State Police

Advanced Driver Assistance Systems (ADAS)

Law Enforcement Implications and Opportunities



AUTOMOTIVE TECHNOLOGY HAS ADVANCED RAPIDLY IN THE LAST DECADE. WHILE THE QUEST FOR SELF-DRIVING VEHICLES HAS GARNERED MUCH PUBLICITY, A WIDE VARIETY OF VEHICLE TECHNOLOGIES HAVE QUIETLY PERMEATED ALL FOREIGN AND DOMESTIC BRANDS.

Automated Driving Assistance Systems (ADAS) are electronic features designed for increased safety, driver convenience, or both. Research indicates the systems are achieving significant safety outcomes. ADAS are increasingly impacting a variety of law enforcement functions and police officers will benefit by educating themselves on how the various technologies work and how they affect vehicle dynamics. In addition, vehicle manufacturers are now offering ADAS options in their police fleets for their potential to reduce both the number and severity of crashes and vehicles' inherent repair costs while enhancing officer safety.

ADAS technologies include but are not limited to forward collision warning, automatic emergency braking, blind spot monitoring, lane departure warning, lane keeping/centering assistance, back up cameras, and rear parking assistance. Each feature is typically controlled by one or more radar, lidar, or camera sensors and associated software to provide the driver with information on pre-collision warnings or to take specific actions for the driver to prevent a collision or execute a specific maneuver. Understanding the sensor technology is essential to comprehending the proper use and limitations of specific ADAS.

The ADAS cannot react to what its sensors do not detect. Therefore, a feature dependent on camera sensors may be hampered by inclement weather, obstructions, or roadway grade and curvature. Lidar-based systems, dependent on reflection of light pulses, may be hampered by fog, rain, and snow. Radar sensors can identify objects ahead, behind, or around the vehicle and their relative movement, but they may be limited in their ability to determine what the object is, potentially impacting the vehicle's response to it. A driver who is cognizant of which sensor technology enables the ADAS feature is better prepared to respond appropriately in all driving conditions. Police officers and collision reconstructionists investigating crashes will benefit by educating themselves in the operation of these systems and their limitations to better assess crash causation.

The National Safety Council, in partnership with the University of Iowa, maintains an easy-to-navigate website (www.mycardoeswhat.org) designed to educate drivers on new vehicle safety

technologies and how to use them. It includes descriptions of what the feature can and cannot do, the specific sensor technology behind it, a quick guide on how to safely use it, and animated videos of the feature in operation. It also includes links to the safety features offered by each manufacturer, including which models offer the features and the user manuals for those models. The National Highway Traffic Safety Administration also maintains a Driver Assistance Technologies section on its website. Both sites are good starting points for anyone desiring to learn about ADAS.

A major challenge to understanding ADAS technologies is that the systems themselves are not always similarly designed, and they may use different sensor types; therefore, systems do not necessarily function alike across all makes and models. In addition, the automotive industry has not standardized or formulated consensus standards for an ADAS taxonomy, leading to confusion in the use of these systems and their limitations.

Despite these challenges, ADAS are having a positive impact on traffic safety, which explains their rapid proliferation in the consumer vehicle market. In a 2019 study, the Insurance Institute for Highway Safety's Highway Loss Data Institute (IIHS HLDI) found forward collision warning combined with automatic emergency braking reduced front-to-rear crashes by 50 percent and front-to-rear crashes with injuries by 56 percent. Rear automatic emergency braking reduced backing crashes by 78 percent. Research by the AAA Foundation for Traffic Safety estimated that if ADAS technologies were installed in all vehicles, they could potentially prevent or mitigate approximately 40 percent of all passenger vehicle crashes, including 37 percent of all injuries and 29 percent of fatalities resulting from those crashes. Convinced of the ability of ADAS to prevent crashes, 20 automakers worldwide have voluntarily agreed to make automatic emergency braking standard equipment on nearly all new passenger vehicles by 2022.

The ADAS experience in the consumer market suggests it could have as great an impact on the safety of law enforcement officers and greatly reduce vehicle repair costs. The modern police cruiser is fraught with driver distractions, often causing disastrous consequences. Automobile crashes continue to be a leading cause of death for police officers in the United States. Many of those crashes occur on routine patrol—not while in pursuit or while responding to an emergency. In addition, unsafe backing continues to be a major cause of police vehicle crashes, resulting in considerable repair costs and loss of resources. ADAS technologies, such as automatic emergency braking, lane departure warning, and automatic rear braking, may mitigate many of these crashes.

All three major U.S. police vehicle manufacturers have recently begun to offer optional ADAS features in their police fleets—a trend that will likely continue. After-market ADAS are also available from several manufacturers, but these systems generally provide warnings only and do not interface with steering and braking systems. Dodge offers rear parking sensors and rear cross path detection in its Officer Protection Package on the Charger Pursuit model. Ford offers a more extensive ADAS package in its Interceptor SUV, including blind spot monitoring with cross-traffic alert, forward collision warning with pedestrian detection, and automatic emergency braking. The forward collision warning and automatic emergency braking features on the Ford Interceptor can be temporarily disabled with a single switch for tactical maneuvers such as PIT or TVI (pursuit intervention technique or tactical vehicle intervention). Finally, the Enhanced Driver Alert Package on the Chevrolet Tahoe includes forward collision warning, automatic emergency braking, lane departure warning with lane keeping assistance, and adaptive headlights.

> ***"ADAS technologies...could potentially prevent or mitigate approximately 40 percent of all passenger vehicle crashes."***

While the initial cost of the safety features themselves is modest (under $700 MSRP), it should be no surprise that, when crashes do occur, repair costs may be higher due to the location of sensors on exterior surfaces and windshields. But evidence suggests crashes should occur with less frequency and less severity. When crashes do occur, the ADAS can slow the vehicle significantly before impact, reducing the damages and resultant repair costs. The savings from preventing and lessening the severity of crashes is expected to far exceed the added costs. More important, of course, is the potential to mitigate officer injuries and deaths.

But to optimize the potential of ADAS, officers should be provided training to recognize how the systems work, what to expect, and how to properly respond. Emergency vehicle operator's courses (EVOCs) and agency policies and practices regarding vehicle contacts, such as use of push bumpers and PIT, may need modifications depending on the specific ADAS features onboard.

Due to their demonstrated ability to reduce crashes, injuries, and fatalities in consumer vehicles, ADAS have proliferated in the marketplace and promise similar benefits as they begin to be integrated into police fleets. As market penetration of these technologies continues, police officers will benefit from learning how the systems work, how they differ by brand and model, and their benefits and limitations. Police chiefs and fleet administrators considering integration of ADAS-equipped patrol cars should consider the long-term benefits on fleet costs and officer safety and the potential training and policy implications.

Revitalizing a Recreational Region

IN THE NORTHWEST CORNER OF NEW MEXICO, LOCATED IN THE FOUR CORNERS REGION, IS A CITY WITH A MYRIAD RECREATIONAL OPPORTUNITIES. IN FARMINGTON, NEW MEXICO, THREE RIVERS RUN THROUGH THE HEART OF THE CITY—THE SAN JUAN, ANIMAS, AND LA PLATA RIVERS. ALONG THOSE WATERWAYS ARE NEARLY 50 PARKS THAT CAN BE ENJOYED YEAR-ROUND, WITH TRAILS THAT ARE IDEAL FOR WALKING, RUNNING, AND BIKING.

However, some of these opportunities are not being utilized because the river trails have a public perception of being unsafe. The Farmington, New Mexico, Police Department has set out to break down that perception through their new division—the Park Ranger Unit.

Following the election of a new city mayor in 2018, there was a significant push for residents to take advantage of the vast outdoor recreational opportunities at the community's disposal. To assist in fostering a safe environment where nature lovers and active families can thrive, the police department sought ways to increase visibility and decrease safety concerns in these areas.

Striving to change the public's perception was an undertaking that required cooperation throughout all levels of city government, as well as with private

RECOMMENDATIONS

The Farmington Police Department offers some key recommendations for other agencies looking to implement a similar type of program within their community.

- Understand the methodology needed to solve the problem and be willing to think outside the box. Law enforcement cannot arrest its way out of every problem.
- Look for ways to include other departments within the community. The answer might be right at your fingertips, which can save a lot of time and money.
- Identify those within the agency who are passionate about the topic and involve them in the process.
- Constantly focus on enhancing high levels of employee engagement, having openness, and creating an environment where every department member can bring his or her best self to work and thus be a positive influence on the community.
- Seek support and achieve buy-in from leaders at the highest levels (mayors, city managers, chiefs, parks and recreation directors, etc.)

enterprises. Through various brainstorming sessions, a plan was put together to introduce a new Park Ranger Unit of the Farmington Police Department.

The plan to hire six park rangers was presented to the city council in February 2019, where it was approved and funded. The Park Ranger Unit was established by July 2019.

This unit of rangers provides a uniformed, non-sworn officer presence in areas that were previously determined to be likely to benefit from the high-visibility department personnel. These employees act as ambassadors, focusing on public interaction and relationship building.

Despite the unit existing for less than a year thus far, according to Lieutenant Casey Malone, "The Farmington Police Department is receiving very positive feedback from the community, as well as changing a once potentially negative perception of the department by utilizing a nontraditional form of community policing."

An instrumental factor of the unit's success is its training program. An 18-year veteran of the Farmington Police Department, Sergeant Roque Velarde, helped to implement the community-oriented unit. He began to conceptualize a plan of how to train the rangers to be ambassadors for outdoor recreation while simultaneously providing a safe environment.

One of the key elements of Velarde's training plan was a program called Arrival to Departure (A2D). Previously created by the Farmington Convention and Visitors Bureau, A2D was adapted for the park rangers and designed to benefit anyone who might encounter the public in the course of their job duties by arming them with local resources, service skills, and an increased understanding of the community.

Due to its success, the Farmington Police Department has also implemented Sergeant Velarde's training program into that of newly hired police officers—so they too can learn more about the community they are policing.

The original vision of the department was to establish a safe environment while keeping the cost of the program low. With its new Park Ranger Unit in place, the Farmington Police Department hopes to uphold that vision, allowing tourists and community members alike to make memories in a safe and welcoming city.

Does your agency have an initiative or project you'd like to see featured? Email us at **EDITOR@THEIACP.ORG**.

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BY
Christopher Kriner, Detective Sergeant, Old Lycoming Township Police Department; Justin C. Medina, PhD, Assistant Professor, Lycoming College; and Lori Patterson, Associate Director for Career Advising and Student Development, Lycoming College, Pennsylvania

Maximizing the Benefits of College Interns

Practical Tips for Small Police Departments

INTERNSHIP ARRANGEMENTS BETWEEN A COLLEGE OR UNIVERSITY AND A POLICE AGENCY CREATE THE POTENTIAL FOR A WIDE RANGE OF OPPORTUNITIES THAT CAN BE MUTUALLY BENEFICIAL FOR THE STUDENTS, UNIVERSITY, AND THE POLICE DEPARTMENT.

There are more than 18,000 federal, state, county, and local law enforcement agencies in the United States. A large portion (11,863) of these agencies are small law enforcement agencies that employ between 1 and 99 police officers. According to the U.S. Department of Education, there were 2,407 four-year degree-granting colleges and universities in the United States as of 2017–2018. While a number of these institutions are located in large metropolitan areas, many are in less densely populated areas. There are frequently one or more colleges or universities within or near the jurisdictions of small police departments.

These small police departments face the same problems as their larger law enforcement counterparts, including the effects of limited personnel and funding, the shifting relationship between law enforcement and the general public, and the increasing reliance on technology. Major criminal justice issues also affect smaller communities, such as the recent opioid epidemic that has hit smaller, rural communities particularly hard. Officers in small departments, just as elsewhere, also handle a persistent criminal element and those who endlessly cycle through the system.

As colleges and universities continue to compete for student enrollment and police departments are seeking new hires with experience, internship opportunities bring increased benefits for police agencies, students, and higher education. In the past, police department collaborations with colleges and universities have been limited to larger law enforcement agencies with larger budgets and more visible issues to address. However, more recently, smaller police departments have realized the benefits of collaborating with nearby colleges and universities in an effort to more efficiently fight crime and address community problems. Many times, these partnerships begin with student participation in internships with a sponsoring police department. To maximize the benefit of these partnerships for all stakeholders (agency, students, and education institutions), small police departments should concentrate on four fundamentals that are essential for developing and maintaining a professional collegiate internship program.

Four Steps to Build a Professional Collegiate Internship Program

1. Identify Potential Higher Education Partners

Perhaps the first consideration when selecting an appropriate higher education institution to collaborate with is the geographic location of the college or university in relation to the location or jurisdiction of the police department. Police departments and universities within proximity naturally have a "shared stake" in the community. Students and the police department may find a higher level of interaction and involvement when both are located within the same community. On a more practical level, it is also physically easier for students to travel to and from a nearby police department and encourages them to leave their campus-centered comfort zone.

Consider utilizing police officers, staff, and other personnel who may be alumni of local colleges or universities the agency wants to collaborate with.

These individuals have an interest in making the program successful and may have established relationships with professors, staff, and students at the college or university. If leveraging alumni is not a possibility, contact the chair of the college or university's criminal justice or sociology department. These program leaders are frequently interested in opportunities to network with law enforcement professionals in the area and develop working relationships.

Although criminal justice internships are usually completed by criminal justice majors, do not discount students majoring in other areas of expertise, especially fields closely associated with law enforcement, like pre-law, psychology, sociology, political science, and public administration. A creative police agency could find use for a student in just about any field of study.

Additionally, look for colleges and universities that share the agency's values. Be aware that colleges and universities may have different goals for the collaboration than the agency. For instance, educational institutions may recommend students based on academic performance, interest, and good academic standing. Although these characteristics are useful, they may only partially measure the student's maturity or moral character which is of interest to a police department.

Many times, internships are just the beginning. Colleges and universities may want to collaborate further on research and other types of projects. Making sure both the college and police department have a clear understanding of each other's roles and desired outcomes is imperative to a successful partnership and internship program. The best way to ensure that is to sign an agreement or memorandum of understanding that explicitly outlines those roles. The more time an agency executive or agency personnel spends interacting with colleges or universities that have a similar mission and "buy-in," the more the police department will benefit.

Setting expectations about internship parameters and goals is important for all stakeholders. In order to do so, it is important to establish methods and channels of communication among the students, the police agency, and the college and university. Periodic check-ins, meetings, or informal phone calls between the agency supervisor and college or university personnel are methods of maintaining communication. Consistent communication will help troubleshoot issues that arise and ensure that the police agency's goals and expectations are made clear. For instance, police departments should provide the college with minimum and desirable qualifications for interns. Police departments should also make clear to interns their responsibilities, duties, and learning outcomes—doing so can help avoid future misunderstandings. Maintaining open dialogue about expectations, goals, and what is best for the intern and police department will aid in the development of a professional program.

Photo courtesy of Old Lycoming Township Police Department, PA.

Establishing clear lines of communication among all parties also has the added benefit of increasing the exchange of knowledge and ideas. As mentioned earlier, college and university faculty and students will most likely have different perspectives and insights on criminal justice issues. Small police departments should capitalize on the opportunity to communicate with college or university faculty and students about broader and systemic criminal justice issues. This can actually be a useful dynamic to facilitate communication and a two-way exchange of knowledge.

2. Establish Reliable Contacts within Higher Education Institutions

A solid partnership with a nearby university should lead to quality relationships with individuals and departments at the education institution and the law enforcement agency. Reliable relationships with university counterparts are vital to the success of any internship program within a police department. Just like collaborating with the right colleges or universities, involving the right individuals to oversee the program is just as important and necessary. Trust, open communication, and a permanency of those contacts will help an agency grasp the many benefits of an internship program and avoid the few pitfalls.

Trust takes time to build and can be the biggest obstacle when establishing internship programs with a local college or university. Police, by their nature, can be guarded and hesitant about allowing people from outside organizations in or sharing information with others. Small police departments must overcome this hesitancy in order to develop positive relationships with contacts at a university. Without trusting relationships, a successful program is less likely. Higher education career advisors play an important part in the connection process. Their role should be twofold, working closely with faculty while vetting students for consideration with each organization, and getting to know organizations' opportunities and needs to aid in making recommendations.

If possible, it may be best to utilize an internship supervisor for the police department who is relatively experienced and educated. These characteristics lend credence to the idea that internships (and education) have value. Furthermore, police internship supervisors with a college education may be more skilled in maintaining a professional collegiate internship program. Research has demonstrated this link. For instance, one researcher examined how education impacts police performance and found that educated officers demonstrated greater levels of creativity and problem-solving skills, among other characteristics, which can prove useful in leading an internship program.

Relationship permanency is another consideration. Although it is less common in small police departments to experience personnel change, it is difficult for colleges or universities to maintain quality relationships with police agencies if they do not have a consistent internship site supervisor. Personnel turnover is more common in higher education, where administration staff commonly stay in their position for a few years or less. Many times, individuals, including professors or student career coordinators leave to go to different colleges or universities. These changes can slow progress and reduce or eliminate the collaboration's benefits to the agency. It is worth reconsidering a long-term collaboration with a university if there is a new contact person every couple of months, as that can require efforts akin to reinventing the wheel each time a new person steps into the role.

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3. Accept No Less than the Best

There is nothing wrong with accepting only the best applicants and interns. College internships are competitive, just like the job market. Employers should be looking to get the most for their investment, and internships (although frequently unpaid) are no different. At a minimum, interns should be juniors or seniors enrolled in a higher educational institution and receiving course credit for successful completion. Other indicators that a student intern will likely be successful include maintaining a certain grade point average and having the recommendation of his or her professors.

An internship application packet should contain enough information for a minimal background investigation and be reviewed for accuracy to ensure the student can follow simple instructions. The agency's internship coordinator should then conduct an informal interview with the potential intern to ask questions about the student's interest in law enforcement and background. Taken together, these are all gauges of the student's preparedness, professionalism, and commitment.

Police department staff should begin assessing suitability the minute a student picks up an application packet. How do the potential interns present themselves? Are they polite? Do they communicate well? Document these observations and return to it when deciding whether the student will be a good fit for the department. Remember, an agency must expect the same professionalism from student interns as is expected from the agency's officers and staff. Student interns should follow the same rules and regulations regarding personal appearance and dress guidelines as police officers.

4. Realize an Internship Is Not Just a Ride-Along

It is important that police departments develop a program that is both professional and rewarding for all parties. College internships and practicums are an essential component of many criminal justice majors. Internships should provide students with an opportunity to spend time in a professional setting, engage in field work, and observe their educational lessons in practice. Serious safety considerations aside, students should not just be passively interning. It is a mistake to consider the work of small police departments as strictly law enforcement. "Policing" is a more complete definition. Police officers in small departments do not just respond to calls for service, they handle a variety of tasks other than just enforcing the law, including investigating traffic crashes, building community relations, and assisting other agencies like the fire department or social services. As former New York City Police Department's First Deputy Police Commissioner, John F. Timoney noted, "In smaller departments, senior officers may be required to cover more than one area of responsibility… They have other areas of responsibility and officers rarely specialize in one area of expertise." For example, officers may work police patrol at night, volunteer for the county's special response team, and be responsible for handling social media communication or community outreach for their department. In short, they wear many hats by performing various duties, and interns should experience this as well.

Interns who temporarily try on some of these "hats" will better understand how every function is imperative to the success of the department and helps keep the community safe. A professional internship program should challenge participants in as many different areas of policing as possible. Small police agencies should allow interns to observe as many patrol, criminal investigations, arrests, crime scene processing, calls for service, and interviews as is safely possible. Interns should accompany officers to court hearings and law enforcement–related training. They should not be limited to just riding around in police cars or following officers around the station.

Agency Internship Benefits

Internships should also benefit the agency. Once an internship is in place, what value do students bring to any agency?

Access New Ideas and New Perspectives: Students who are learning the most current trends in policing bring to the table new ideas and a different—and, many times, positive—perspective to the job, and a professional internship program should

capitalize on this. However, agencies must allow student interns to feel comfortable in expressing their ideas and using their skills. It takes time for students to open up, and the entire agency must be on board with nurturing communication with an intern.

Increase Capacity and Efficiency: Interns have the capability to take on a variety of tasks from simple report writing and logging phone and walk-in complaints, to more complex tasks like organizing community initiatives and monitoring social media. Interns are also an extra set of eyes and ears for officers working patrol. Officers can instruct interns to be vigilant and inform on what they see and hear. Because of their age, an intern can also more easily blend into scenes to observe and collect evidence. A resourceful intern in San Diego, California, even helped solve a homicide case by requesting a reexamination of evidence, specifically latent fingerprint evidence from the cold case scene.

Enhance Training and Develop Potential Officers: Everyone in law enforcement, whether working in large or small departments, wants more training. Training makes for better police officers and safer communities. A number of training experts agree that one way to enhance law enforcement training is by conducting realistic scenario-based exercises with role players. Police interns can assist in training by playing roles in scenarios, which may result in a positive shift in students' attitudes toward law enforcement and the split-second decisions some officers must make. At the very least, involving interns in training activities plants the idea that training is fundamental and necessary to create well-equipped officers; it sets good habits before the students ever enter the police academy. This is yet another reason why developing a successful internship program and professional relationships with local colleges and universities is important—one day, those very students may be applying for jobs within the agency.

Advance Public Safety Policy and Inform Decisions: One of the most substantial benefits a small police department can gain from a successful internship program is the opportunity to collaborate with the researchers at the college or university. As mentioned, historically police-researcher collaborations have been largely limited to larger law enforcement agencies in urban

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areas and nearby research universities. Larger police departments in New York City; Houston, Texas; Chicago, Illinois; and Los Angeles, California, for instance, have entire units dedicated to gathering and analyzing police and crime-related data to inform best practices, resource deployment, and decision-making. These large departments also have access to research universities within their jurisdictions who might offer research and support. Smaller police departments, however, usually do not have this luxury. Such agencies might access the best practices guides through organizations like the International Association of Chiefs of Police and other organizations, but the information is often general and not tailored to the specific needs and situations of small police departments.

One way that small police departments can better understand a topic is to rely on student interns, who are being trained to find and synthesize research. Although student interns may be unable to design a complex and sophisticated research project, they can assist a small agency to better understand an issue or provide a comparison to other agencies. This can help inform the decisions of police agencies. For example, the Erie Bureau of Police (Pennsylvania) recently hired an intelligence studies major from a nearby university to analyze the agency's crime data and compare it to other law enforcement agencies. Deputy Chief Mike Nolan reported, "We're trying to get up to the level where we're using the data to look at the bigger picture." Nolan added, "It's hard to argue [with] data. As long as we're on secure footing with the way we deploy our resources, if it's based on data, it's hard to argue against it."

Avoiding Common Pitfalls with Interns

Despite their many benefits, internships in criminal justice can also present potential problems. Placing students next to police officers and offenders involves a certain degree of risk. Risks include the small chance that students can be hurt

or injured in the field. As noted above, the development of a professional program and open lines of communication between the student, police department, and university all greatly mitigate the risks of injury.

Ultimately, there should be a meeting between the student and police agency to determine if there will be a good fit, since both the student and the agency should feel comfortable with the arrangement. Regular contact between the career advisor and the police agency helps to identify and avoid issues before they start. It is ideal if the career advisor and internship site supervisor have a more established relationship, as knowing about the typical duties of the student interns and having insight into the personality and communication style of the internship supervisor can help the career advisor recommend appropriate interns.

Assigning interns to menial tasks can also be detrimental, leaving students with negative impressions. They are not "free labor," and an internship

is not simply a "job shadow." Having a professional program in place helps counter these perspectives. In a recent study, supervisors of criminal justice interns reported that they valued students with a strong work ethic and who are professional in demeanor, competent in time management, have good interpersonal skills, and who take initiative. Immediately getting to know students helps the agency understand the student's strengths and weaknesses. Allowing interns more responsibility within the department can build their communication, thinking, and problem-solving skills, in addition to being a benefit for the agency.

Supporting the Next Generation of Police Leaders

Step back to take in the bigger picture for why any police department should have an internship program. It should be apparent that these students are the next generation of patrol officers, investigators, administrators, and leaders. From this perspective, why not have an internship program?

Internships should provide the potential to increase students' career preparedness and actual employability. That not only helps the students, but it also helps the small police department that oversaw their internships. A successful internship should also provide the student with long-term career benefits. Among those benefits is the opportunity to network with other professionals currently in the career field. This is an opportunity for experienced officers to pass along tried and true advice to the next generation and for students to learn something new. Working with small, local police departments is a great way to present students with experiential learning opportunities that not only help them to connect academic learning to real-world situations but also give back to the neighborhood and increase connections with both the school and community partners.

Keep in mind that the internship relationship does not have to end when the internship is over. If agency personnel or internship supervisors have developed good, professional relationships with the interns, the students will look to those mentors in the future as they move on with their chosen career paths. Requests for letters of recommendation are usually a given. A sure sign of a professional program is when interns go on to become police officers, stay in touch, and ask advice from members of the police department.

Last, but surely not least, in the most successful programs, the entire police department participates in the internship program. Everyone from the administrative staff to the patrol officers to the chief executive contribute and enjoy having the interns around. Small police departments that utilize college interns can see, among many other benefits, higher levels of job satisfaction for all involved.

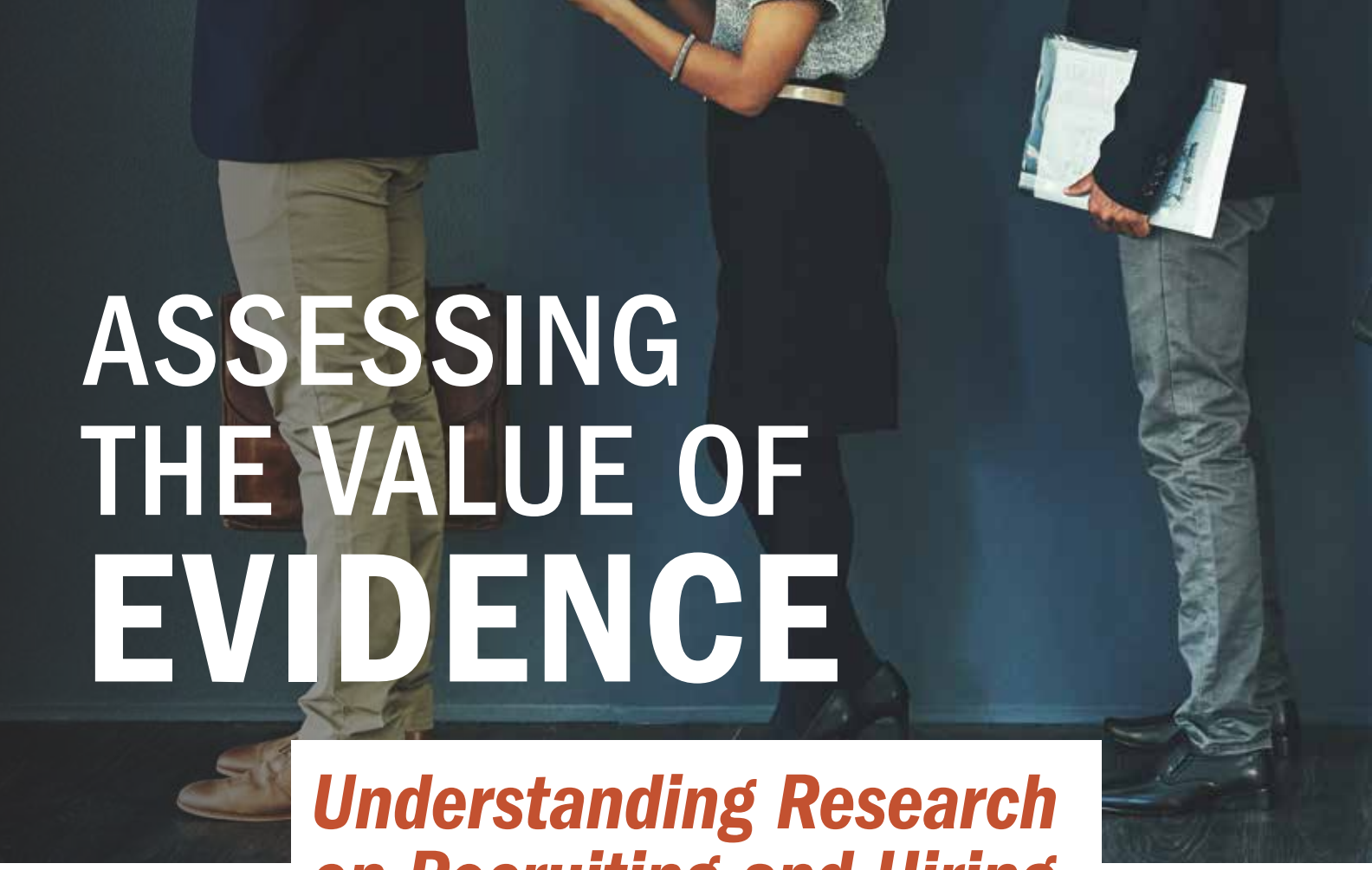
IACP RESOURCES

- *College Internships: Experience for Tomorrow's Law Enforcement Leaders, Support for Today's*
- Engaging Youth through Volunteerism (video)

theIACP.org

- "Staffing the 'Small' Department" (article)

policechiefmagazine.org



ASSESSING THE VALUE OF EVIDENCE

Understanding Research on Recruiting and Hiring

BY
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POLICE DEPARTMENTS IN THE UNITED STATES FACE SUBSTANTIAL STAFFING ISSUES RESULTING FROM ATTRITION AND INCREASED COMPETITION FOR QUALIFIED INDIVIDUALS TO FILL VACANCIES. As a result, many police departments' recruiting and hiring units are unsuccessful at meeting hiring goals. This issue can be compounded as agencies attempt to target specific groups in their hiring efforts. Either way, the inability to adequately hire enough individuals to meet demand reflects limitations in interest among job seekers as well as obstacles within departments' hiring processes. Given the challenges, what are law enforcement agencies to do?

To address the problem, many departments seek advice from other agencies. Sometimes advice is solicited from nearby agencies; other times, it is requested from agencies that seem more successful at addressing hiring issues. But direct advice from another agency is often simply anecdotal and can be unreliable—for instance, what worked in New York might not work in Chicago, what worked in a sheriff's department might not work in a police department, and what worked in the 1990s might not work in 2020. To overcome this problem, law enforcement agencies can turn to a variety of available materials that make recommendations based on scientific evidence. Commonly discussed strategies to address hiring shortfalls include

- collaborating with other agencies;
- increasing community engagement;
- streamlining recruiting and hiring;
- putting someone in charge of recruiting;
- enhancing the use of the web and social media;
- mentoring applicants; and
- enhancing the department's image.

Sometimes, recommendations like these are referred to as best practices. Unfortunately, there is no agreement about what is required for a practice to be referred to as a "best practice," and, often, best practice simply means a practice accepted by the field. In other cases, recommendations may be referred to as evidence-based practices or EBPs, suggesting that there is some evidentiary basis that indicates that the recommendations are likely to be effective. In recent decades, law enforcement agencies have benefited from increased access to EBPs. Key policing tasks, like crime control, have been studied scientifically in some detail, and practices to address selected issues are now guided by a reasonable amount of quality research.

ASSESSING EVIDENCE QUALITY

In other areas, such as recruiting and hiring, however, less evidence is available. While criminal justice researchers have called for more use of EBPs to guide other aspects of police organizational management, less scientific information is available to address many pressing organizational concerns. Compounding the issue of limited evidence is the fact that some available evidence, although technically scientific in nature, lacks sufficient quality or applicability to be useful. This deficiency relates to an additional problem that, in many fields including criminal justice, there may be limited agreement as to what evidentiary basis should be required to either support a recommendation or to refer to a practice as an EBP. In short, as with any evidence used in investigating crimes, scientific evidence varies markedly in quality. As a result, so does the value of the recommendations that follow, whether they are labeled best practices, EBPs, or otherwise.

Systems for classifying the quality of evidence based on the level of rigor in the underlying science have been developed in some fields. For example, in medicine, evidence can be classified into as many as 10 different levels ranging from weak evidence generated with little scientific rigor (e.g., expert opinion without explicit critical appraisal) to very strong evidence generated through very rigorous scientific methods (e.g., systematic reviews of multiple randomized control trials). This type of taxonomy allows for the development of guidelines to help practitioners understand the choices available when they are seeking a solution to a particular medical issue. For example, one example of guidelines from the field of medicine differentiates among three types of evidence:

1. Evidence supporting strong recommendations that should be followed unless there is a clear and compelling rationale for a different approach
2. Evidence supporting recommendations that should be generally followed while keeping abreast of new evidence that may change the recommendation
3. Evidence supporting optional recommendations that should be treated only as one of many possibilities

Absent a classification system based on the value of the underlying evidence that supports recommendations, decision makers may struggle to evaluate and choose between alternatives. This can be challenging in cases where evidence is coming

from multiple sources, and the issue is particularly problematic when the available evidence includes different, conflicting recommendations. Faced with such confusion, decision makers may choose between recommendations based on intuition, or, more problematically, they may discount the evidence altogether, making decisions with little regard to recommendations.

AVAILABLE RECRUITING AND HIRING EVIDENCE

The absence of a system to evaluate the validity of the available (albeit limited) evidence on law enforcement recruiting and hiring practices creates a challenge for the field. For example, a continued issue in law enforcement in the United States is the challenge that agencies face when attempting to diversify. In the context of gender, agencies have made little progress in almost 30 years. Today, female representation in U.S. policing hovers at about 13 percent, roughly the same level seen in the early 1990s. To address this problem, many sources stress the need to market law enforcement jobs by emphasizing the service aspect of working in law enforcement. However, recent research investigating this claim casts doubt on the value of this practice for specifically recruiting women.

Researchers theorized that people who are interested in service may already be more likely than others to consider law enforcement careers. If this is true, agencies may need to target individuals who are not pre-disposed to careers in law enforcement to expand the size of their applicant pools. To test these assumptions, researchers conducted a field experiment and showed that service messages do not effectively motivate individuals to apply for policing jobs. Perhaps more importantly, the research demonstrated that messages emphasizing the challenging nature of working in policing and messages emphasizing that police work can be a long-term career more than tripled the likelihood that individuals would apply. The impact was greater for women and minorities, who were more than four times as likely to apply after having received either the challenge or career message. In addition, there was no indication that the quality of applicants changed as a result of the different marketing efforts.

Importantly, this work was conducted using a field experiment (or randomized control trial), which represents the gold standard in social science research. Following the guidelines presented from the medical field above, the evidence from this work was generated with sufficient scientific rigor to support a strong recommendation that, according to the previously listed standards, should be followed unless there is a clear and compelling rationale for using a different approach. Given these findings, this practice is likely to increase applications overall as well as substantially increase applications from diverse candidates.

To date, few other issues in recruiting and hiring in law enforcement agencies have been studied with similar levels of scientific rigor. However, the limited available research conducted this way uncovers strategies that are more likely to achieve important goals than strategies that are untested or strategies that are tested in more limited ways. As an example, another experimental study showed strong evidence that simplifying hiring processes and establishing norms suggesting that the process is quick and easy reduces voluntary drop off of police applicants. Specifically, the study showed that simplifying the process applicants use to submit their personal history sheet (the third step in the hiring process studied) and suggesting that most applicants complete the step within two weeks resulted in an 8 percent increase in the submitted materials and a 56 percent increase in the likelihood that applicants submitted the materials within two weeks. Based on the experimental design of the study, this evidence supports a recommendation for simplifying hiring processes that should be followed absent clear and compelling reasons to do something differently.

A larger body of research on recruiting and hiring has been completed using less rigorous, yet still informative, scientific methods. One such example, based on correlational analysis of historical

data, showed that using expedited testing procedures, where applicants complete more than one test per day, results in less overall attrition. The research also indicated that applicants who were allowed to take multiple assessments on the same day were more likely to be hired and appointed to the training academy. The same study also showed that simplifying hiring processes by reducing the number of steps required and using standardized application materials that applicants may have encountered when applying to other agencies also reduced attrition among applicants. Given that this work was completed using less rigorous methods, the recommendations that follow do not carry the same weight as those from the experimental studies above. However, this level of evidence situates these recommendations as something agencies should generally follow unless new evidence becomes available that changes the recommendations.

Unfortunately, some research fails to reach even this lower threshold. Overall, research into recruiting and hiring practices in law enforcement agencies has rendered a variety of findings, yet many of the studies available have been conducted using scientific methods that are less scientifically rigorous than the discussed correlational study. Often, work based on these more limited methods supports recommendations that would be viewed only as possibilities to be considered if no better recommendations exist. For example, a recent review of available research on academy training demonstrates this issue, finding that only 12 percent of available police academy training research was conducted with enough scientific rigor to be considered strong evidence.

In other cases, research conducted on specific aspects of recruiting and hiring in law enforcement may be unavailable to justify recommendations to agencies. However, turning to research conducted in other fields can address this limitation. Despite limited work on several recruiting and hiring issues in the law enforcement context, there is a substantial body of general research about recruiting and hiring that has been conducted in both the public and private sectors. While the recommendations from these works do not include strategies specifically shown to impact hiring in law enforcement agencies, they are instructive in that they have been shown to impact similar issues in hiring processes in other organizations.

“Research conducted on specific aspects of recruiting and hiring in law enforcement may be unavailable... however, research conducted in other fields can address this limitation.”

For example, organizational scientists using laboratory experiments on hiring decisions have studied the impact of descriptive norming on hiring decisions. Descriptive norms are typical patterns of behavior, and the presence of descriptive norms has been shown to support conformity among individuals. The theory suggests that individuals may be nudged into behaviors by being presented with information that others are also engaging in the behavior. In the context of underrepresentation, there may be a reactive effect (technically known as reactance) where information about the extent of underrepresentation may actually encourage behaviors that further limit representation. In other words, focusing on the underrepresentation of a particular group could encourage behaviors that serve to keep the group from growing. The research conducted showed men in hiring positions attempt to hire more men when faced with the knowledge that others have attempted to hire more women, but men do not try to hire more women when they are aware that others have tried to hire more men. The work also shows that women in hiring positions do not exhibit this type of reactance.

While this study was conducted as a lab experiment and the decisions made by experiment subjects were not contextualized around law enforcement, the findings are still largely instructive. The reactance behavior exhibited by men is understood to apply to a variety of selection contexts. Although information about what others do would typically nudge men to behave similarly, the finding of reactance suggests that men may be less suitable for working in hiring or recruiting positions in organizations with gender imbalances. This may be particularly important if these organizations are attempting to diversify. The findings suggest that women may be better suited to work in recruiting and hiring roles in these circumstances.

OTHER CONSIDERATIONS

While issues about the quality of evidence are important to understand when thinking about EBPs, the other concern noted earlier, applicability, also requires substantial consideration. The strongest evidence in other fields supports practices that should be adhered to unless there is a compelling reason to do otherwise. Law enforcement agencies are not unique among organizations in that multiple factors often influence adopted practice and effectiveness is only one concern. In all organizations, certain factors can serve as hurdles to implementing even the most effective practices. Issues such as legal context, resources, community concerns, and goals make some practices more viable for some organizations than others. In the end, these concerns reflect the potential impact of decisions and are often guided by value considerations that cannot be resolved scientifically. In this regard, law enforcement administrators carry the ultimate burden of making the decisions that are best for their organizations. Still, the available evidence that demonstrates the effectiveness of any practices under consideration should always be among the factors that law enforcement administrators consider in their deliberations, and an understanding of the relative strength of evidence supporting these recommendations is paramount to understanding their value.

IACP RESOURCES

- *Best Practices Guide: Recruitment, Retention, and Turnover*
- Center for Police Research and Policy

theIACP.org

- "Police Personnel Retention Challenges" (article)

policechiefmagazine.org

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BY
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FOUR STEPS TO BRING MORE WOMEN INTO POLICING

DEFINE, BUILD, EXPERIMENT, AND REFINE

WHILE THE NUMBER OF WOMEN IN THE FIELD OF POLICING DRASTICALLY INCREASED FROM ABOUT THE 1980S TO 1990S, GROWTH HAS STALLED IN THE LAST COUPLE OF DECADES.

Women currently represent only about 12.5 percent of sworn U.S. officers, and recruiting a diverse workforce continues to be a challenge for many departments. Therefore, it is no surprise that there have been many recent calls to action, including from the President's Task Force on 21st Century Policing, the National Insitute of Justice, and the International Association of Chiefs of Police. It is no secret that women add important benefits to the field and promote organizational change, a fact recognized by many policing professionals and agencies. When it comes to attracting diverse candidates, agencies may struggle with knowing where to start; however, there are four steps they can take to set them on the right path.

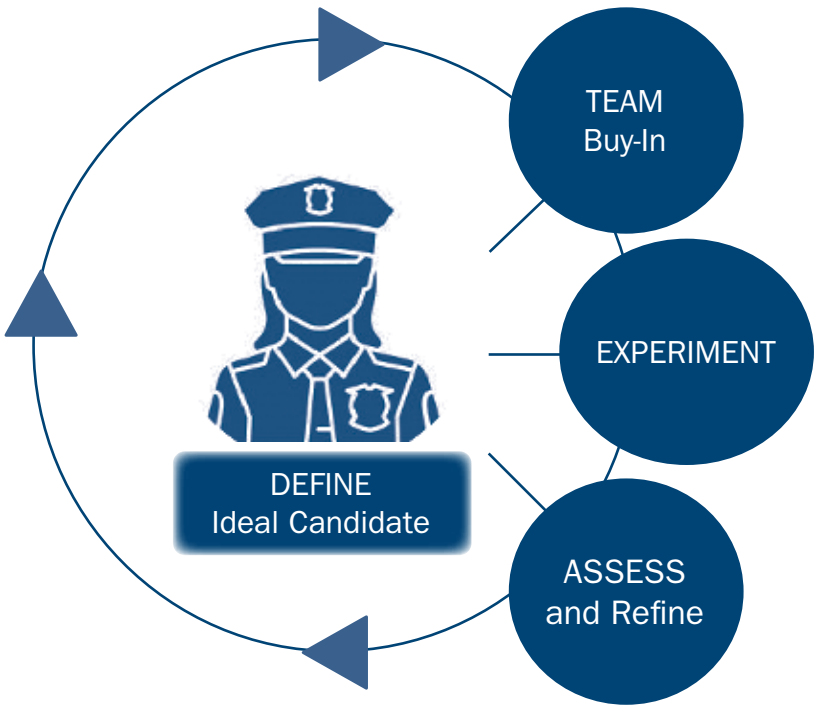
1. DEFINE YOUR IDEAL CANDIDATE

The first step in achieving anything is to establish a goal or set an intention. This is a critical step, and it's important that the right intention is set. It may be tempting to start with a goal of "get more women to apply," which leads to questions like "What do women want?" or "What will make women apply?" These questions are important, but the narrow focus may lead to strategies based on misguided assumptions or stereotypes. For example, it is common to assume that women are concerned with "family matters" or other "women's issues," so the marketing strategy includes pictures of women in uniform holding their kids. This practice may be a good strategy because many women do intend to have families and care about maternity and childcare options and these images are important; however, the strategy is guided by assumptions that *all* women—and *only* women—care about such issues. When used in isolation, such strategies ignore other aspects of policing that might attract women.

Agencies should consider starting, instead, with a broader focus fitted to policing: "What are the most desired skills and traits of a 21st-century law enforcement professional?" or "What type of *person* do we want patrolling the streets?" Communication skills, integrity, trust-building capabilities, and a capacity for a guardian mind-set, among other characteristics, may come to mind. These are the characteristics to keep front of mind when designing a recruitment process that works for everyone and is inclusive of and likely to attract women. Starting with the desired characteristics of a good police officer will help guide recruitment strategies that are designed to find women (and men) with these skills and

Photo courtesy of Richmond Police Department, VA.

FIGURE 1: PROCESS FOR RECRUITING A DIVERSE WORKFORCE



can also help potential candidates see themselves in the position (i.e., they see a match between their skills and abilities and those needed for the job).

One frequently suggested strategy for targeting potential women candidates is to seek out applicants at gyms or athletic events because the assumption is that one will find physically fit women at these events. This approach may be successful to some extent, but it again comes from a very narrow focus, with a specific type of applicant in mind. That is, this strategy emphasizes traditional images of policing (e.g., physical strength) and looks to find women who can align with those images; it also ignores other characteristics that are important to 21st century policing, like strong communication skills. Instead of focusing on physical attributes, it may be more important to prioritize other important characteristics. For example, a police captain interviewed by the authors said that she would often hand her business card out to waitresses who exhibited great customer service skills and could handle difficult customers with ease. Her thinking was that these women already have a knack for dealing with people and they can easily be taught the physical maneuvers and tactics they would need on the job. Recruiting at gyms or sporting events may still be a beneficial recruitment strategy, but agencies should think more broadly about how and where they might find women who are likely to have the desired characteristics (and not just the physical ones). Once an agency has defined what it is looking for in candidates, everything else in the recruitment, application, selection, and training process should reflect that definition. This process should attract women with the desired skills while also minimizing barriers or obstacles.

2. BUILD YOUR TEAM, PROMOTE BUY-IN

Recruitment and hiring should be a year-round, ongoing process carried out by a team. The team may include any number of people, such as recruiters, public information officers, background investigators, academy instructors, psychologists, polygraphers, recruitment committee members, community partners, and officers out on the streets and in the schools. Once the team is identified, the members must be prepped for

Photo courtesy of Vail Police Department, CO.

the task at hand. A critical piece of team preparation is making sure that they buy in to the agency's recruitment goals. Specifically, if an agency is looking to recruit a workforce with 21st-century policing skills, the team must understand why bringing in people with diverse backgrounds and different characteristics is important and beneficial.

People who are enthusiastic about hiring the candidates with the qualities identified by the agency will be more effective recruiters. At the same time, a recent report by the Police Executive Research Forum (PERF) recommends that leaders watch out for "culture guardians" within the recruiting team who are likely to protect more traditional images and exclude candidates they don't see as fitting with those images (e.g., "lacks command presence"). Similarly, team members should be trained on implicit biases and how to recognize and watch out for them in the recruitment and selection process. Even those who are enthusiastic about the broader goals of diversity can be impacted by unconscious biases and can unintentionally impede progress toward recruitment goals.

Recruiting starts long before the job is posted. With women, in particular, the groundwork must be laid for them to even see policing as a career option. Interactions with officers that happen on the street or in the classroom can be an important part of laying that groundwork. For example, in a recent policing career presentation at a local university, a male officer told a room full of criminal justice students, many of whom were women, that he would not want his daughters to go into the field. He likely had good intentions; however, he sent a message to a room full of potential recruits that policing is not a great job for women. This example is not intended as a criticism of the officer, but rather it is an illustration of how important your team is in communicating the picture of your ideal candidate. The example also indicates the importance of getting the entire team on board. If the importance of diversity and, specifically, the recruitment messages are not embraced by all team members, then recruitment strategies will not be as effective.

3. EXPERIMENT AND THINK CREATIVELY

The recognition that law enforcement needs to diversify its ranks is not new; however, there is still a lack of solid research on effective recruitment of women, and men, for that matter, to policing. The lack of systemic research on what works is frustrating because it means recommendations are just that, with little promise that they will work. On the flipside, due to the lack of research-based recommendations, agencies can be open to creatively experiment and even contribute to the evidence base on what works (and what doesn't). There are many places to look for creative solutions and ideas.

Look to the Research

As stated, there is little research that specifically examines the success rates of various recruitment strategies. However, there is plenty of tangential research that can inform what might work or mistakes to avoid. Included here are a couple of examples from the authors' recent research to illustrate, but there are also others out there that

FIGURE 2: GENDER, MASCULINITY, AND POLICING ASPIRATIONS

Methods	Surveyed approximately 700 college students about a variety of topics, including whether they had ever considered a career in policing.
Main FIndings	▸ Male students were significantly more likely than female students to *ever* have considered a career in policing (true for criminal justice and non-criminal justice students). ▸ The relationship between gender and policing aspirations was no longer significant when self-assessments of masculinity (i.e., typically less masculine) explained their being less likely to have considered a career. ▸ The relationship between self-rated masculinity and ever having considered a career in policing was also significant for men, meaning that the more masculine they saw themselves, the more likely they were to have considered a policing career.
Implications	**The main takeaway is that BOTH women and men in college see masculinity as a prerequisite for considering a career in policing.** Messages and images that reinforce masculine themes are not likely to help the recruitment of women. Similarly, overly masculine images may, likewise, restrict the pool of men that see it as an attractive option.

may help (e.g., research on barriers or obstacles). Results from Study 1 indicate that masculinity is an important predictor of even considering a career in policing, for both men and women (see Figure 2). Thus, recruitment strategies that promote traditional masculine images of policing could not only deter women, but also restrict the eligible pool of men.

Results from Study 2 (see Figure 3) suggest that there are similarities between men and women with regard to their motives for joining law enforcement (e.g., helping people, fighting crime, and excitement). The good news is that these features of the job are likely well-known and highlighting them does not require much of a change in strategy. Most people, without being told, probably already associate policing with excitement and crime fighting, thanks to media representations.

Where the opportunity arises, however, is in the differences discovered. Although both men and women prioritized service, women rated it as more important than men did. Further, women and officers of color suggested that interactions with police, educational experiences, and the opportunities to be role models for others like them (inspiration and legacy) contributed to their motivation to enter the profession. Thus, agencies may consider prioritizing in-person interactions, potentially in educational settings, to connect with female candidates and candidates of color. Women and officers of color also noted concerns about being accepted and taken seriously. These concerns point to potential barriers that need to be combated in the recruitment process and may also signal areas for continued improvements for those already working in the field. Prioritizing in-person recruitment opportunities could also provide a space for candidates to discuss their concerns and learn how others in the field have managed similar concerns. Availability of mentoring, women's policing associations, and other similar options can reinforce the message that candidates will be supported and included.

Adopt Ideas from Others

In addition to drawing recommendations from research, agencies can find models that have been successful in

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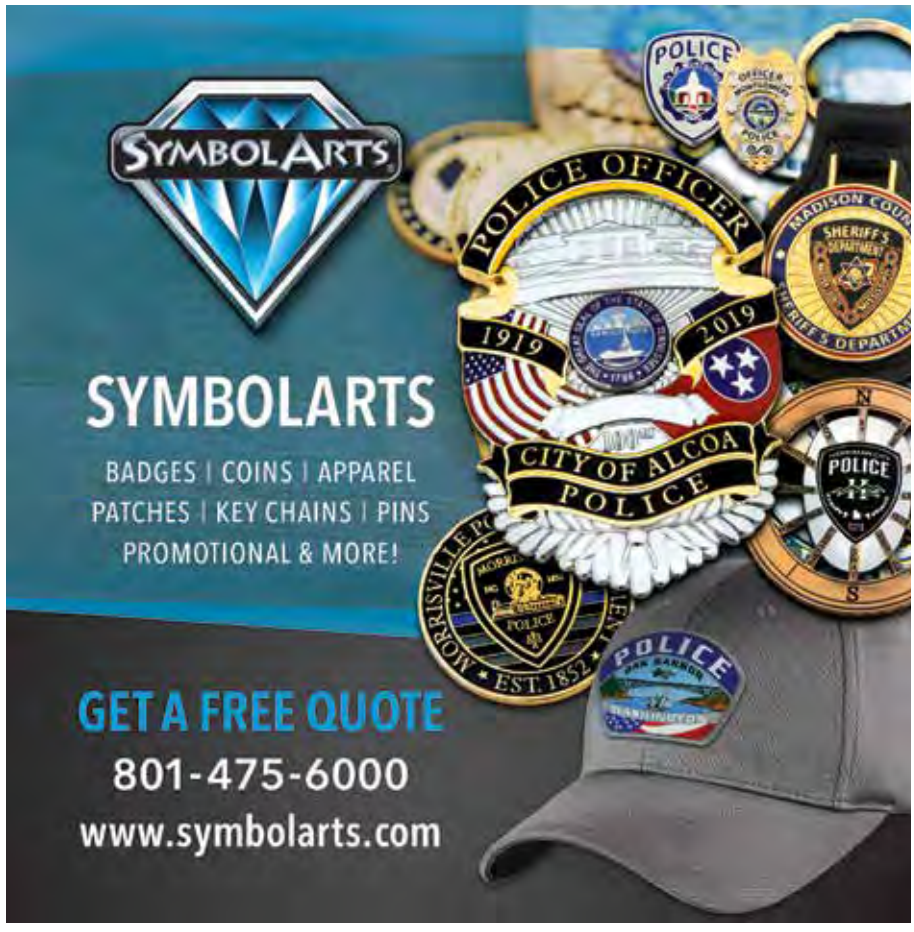

Photo courtesy of Mount Pleasant Police Department, SC.

FIGURE 3: ENTRY-RELATED MOTIVES AND FEARS

Methods	Surveyed approximately 800 police officers about a wide range of possible motives and fears related to career entry.
Main Findings	▸ The top 3 individual motives for BOTH men and women included *help people in the community, fight crime,* and *excitement of the work*. ▸ The top 2 entry-related fears for BOTH men and women included *being able to do the job effectively* and *being able to prove myself*. ▸ Analysis of individual motives pointed to three larger themes: *Serve & Protect* (e.g., help people, fight crime); *Job Perks & Structure* (e.g., job security, benefits, career advancement); and *Inspiration & Legacy* (e.g., interactions with officers, be a good role model). ▸ Analysis of individual fears pointed to three larger themes: *Job Demands* (e.g., physical nature, danger); *Performance* (e.g., doing the job effectively); and *Acceptance* (e.g., being taken seriously, accepted by coworkers). ▸ Being female predicted the importance placed on the *Serve & Protect* and *Inspiration & Legacy* factors; women rated these as more important than men. No gender differences were found on *Job Perks & Structure*. ▸ Being female predicted concerns surrounding *Job Nature* and *Acceptence*; women rated these more of a concern at the time of entry than men. Being an officer of color predicted *Inspiration & Legacy* motives and *Acceptance* concerns; officers of color rated these as more important/concerning than did white officers.
Implications	There is a lot of overlap in career motives and fears for men and women, particularly in those rated in the top few. However, there are also a number of areas of difference that could signal opportunities for targeted recruitment.

attracting diverse candidates and ask those agencies or organizations what is working for them. Look to recommendations proposed by policing-related organizations and publications. For example, the Police Executive Research Forum recently published findings on the police recruiting crisis, highlighting a number of innovative strategies that are being used by agencies around the United States. Nearly two decades ago, the National Center for Women and Policing put out a guide for recruiting and retaining women that included several strategies and suggestions that remain relevant today. When searching for ideas, it is important to keep in mind that just because something worked for one agency, doesn't mean that it will work in another state, city, or agency. There is still a need for more research on the outcomes of recruitment strategies.

4. ASSESS, ADJUST, AND REFINE

An important part of experimenting with innovative ideas is building in a feedback loop to help identify the extent to which the "experiments" are working. After defining what they are looking for in their candidates and trying new approaches to attract those candidates, it is time to gather evidence on the extent to which those approaches contributed to the agency's goals and use that knowledge to inform and improve upon overall recruitment approaches.

The type of evidence gathered may depend on what is available and feasible, given agency capacity. It could be as simple as asking academy recruits what brought them to the field and which pieces of the recruitment and selection process were most influential or helpful. It could mean calling candidates that started the hiring process but did not continue and discovering what the obstacles were that stopped them. It might mean tapping into social media or other marketing analytics

to determine which materials or campaigns get the best reception, or it could involve formal research in which strategies are randomly assigned and compared. Ideally, the evidence involves a mix of several of these measures.

As mentioned, an agency's team is critical to the recruiting process. Persons focused on assessment are an important part of that team. Internal partners or team members may include officers or civilian personnel who have an enthusiasm for numbers and assessment. External partnerships also have value and could take many forms. There may be formal partnerships in which local researchers are paid to provide assessment and evaluation services, or there may be initiatives in which an agency partners with local universities to pursue federal, state, or foundation funds to support and evaluate a planned recruitment or retention initiative. There may also be informal opportunities for partnership. For example, university researchers might agree to provide analysis and input in exchange for the opportunity to publish scientific findings. Graduate students working on their theses or dissertation projects may also be resources for collaboration.

CONCLUDING THOUGHTS

As agencies design or adjust their recruitment procedures, they need to keep in mind that the process is dynamic and each component is interrelated. Further, "recruitment" continues beyond soliciting applicants. Messages about who belongs and which characteristics and skills are desirable are communicated throughout the selection, training, and early socialization processes. As agencies try new approaches, the assessment piece is critical for measuring success and identifying opportunities for improvement. Having a good recruitment team and campaign can serve to attract quality candidates with diverse backgrounds and experiences; it may also have positive side effects for community attitudes and relationships. A recruitment process in which concepts like service, communication, and diversity take center stage sends a message to the broader community about the priorities of a 21st century police force. Further, when team members engage potential recruits, even those who decide not to apply may walk away with a more positive image of the police in their community.

IACP RESOURCES

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CREATING A CULTURE OF SUCCESS

The Role of Professional Growth for Millennials and Gen Z

READY OR NOT, IT IS EXPECTED THAT, BY 2025, MILLENNIALS WILL MAKE UP 75 PERCENT OF THE WORKFORCE ACROSS ALL INDUSTRIES. In addition to the influx of millennials, the next group, Generation Z (Gen Z or iGen), are entering the workforce. Even though some of them have just arrived in the workplace, these generations will be the leaders of modern law enforcement.

BY
Jocelyn Francis, MPA, Administrative Services Manager, Pacific Grove Police Department, California

Today, it is no longer enough for police managers to stick to traditional leadership models, traditional staffing, and traditional employee development. Law enforcement leadership is still dwelling on the millennial generation, and surprised when newer staff do not fit inside the traditional paradigm. True, some of the traditional structures and hierarchy are still imperative for the day-to-day calls for service, catastrophes, and critical incidents. However, the "old ways" are not mutually exclusive to the progressive, nontraditional work expectations, motivations, and purpose of the workforce's newcomers. It's time to create a culture that encourages the success of its employees.

THE CASE FOR CHANGE

If no change in professional and growth development opportunities occurs in policing—recruiting, retaining, and promoting staff will remain difficult. As many as 47 percent of respondents to a recent Police Executive Research Forum (PERF) survey found that, compared to five years ago, the length of service has decreased, with 69 percent of voluntary resignations occurring within the first five years of employment. So, not only are agencies struggling to attract qualified applicants, boomers are retiring and new hires are not being retained. The low unemployment rate creates a job market that benefits employees; they have the ability to easily leave an employer not in line with their values, expectations, or desired opportunities. Many millennials do not feel obligated to stay in a single position—once professional growth is seemingly stunted, they are on to the next adventure.

The current state of business is not working—tradition-bound organizations have perpetuated outdated ideas and treatment of employees, and they resist changes to culture, making them too slow to react to changing workforce dynamics. If agencies keep moving slowly to improve their cultures and treatment of their newest members, recruitment and retention will continue to be a challenge. Poorly groomed future leaders will repeat past mistakes, which will be detrimental to the organization and the community.

Now is the time to change, to adapt to the generational shift in workplace expectations for millennials and members of Gen Z. Law enforcement must create a more progressive culture that opens the doors to egalitarian leadership, greater employee flexibility and wellness, continued investment in technology and education, and opportunities for upward mobility based on knowledge and fit. All of this must happen in the context of changing community and social expectations, and it requires taking advantage of the current economy to really invest in training, technology, equipment, and recruiting.

MILLENNIALS AND GENERATION Z

As defined by the Pew Research Center, the oldest members of Gen Z are now 22 years old; the oldest millennials are 38 years old; and the oldest members of Generation X (Gen X) are 53 years old. By 2027, the eldest millennial will be four years away from a sworn public safety pension and will be leading law enforcement agencies alongside Gen X as chiefs, deputy chiefs, deputy directors, captains, managers, and commanders. In addition, Gen Z individuals will be the new field training officers, corporals, lead professional staff, detectives, and perhaps young superstar sergeants and supervisors by that time.

It is important to consider how different events impacted these two generations. Millennials in the United States were impacted by the explosion of technology, the Internet, 9/11, and the Iraq and Afghanistan Wars. They also helped to elect President Barack Obama and came of age during the Great Recession. Gen Z is even more ethnically diverse than millennials and has never known a world without the Internet. This generation will be largest generation on a global scale, and they have been heavily impacted by highly publicized mass shooting incidents. Politically and socially, both generations more closely align with each other than their predecessors. They see a bigger role for government, approve of more diversity, approve of same sex marriage, know gender neutral individuals, and recognize the impact and dangers of global warming.

Deloitte's 2019 *Global Human Capital Trends* survey found that both millennials and Gen Z tend to be disillusioned with traditional institutions, skeptical of business motivation, and wary about the economy and social progress, but they are hopeful regarding the positive impact they can make in the world. They value experiences (like travel and helping their communities) and remain true to their personal values both as employees and consumers.

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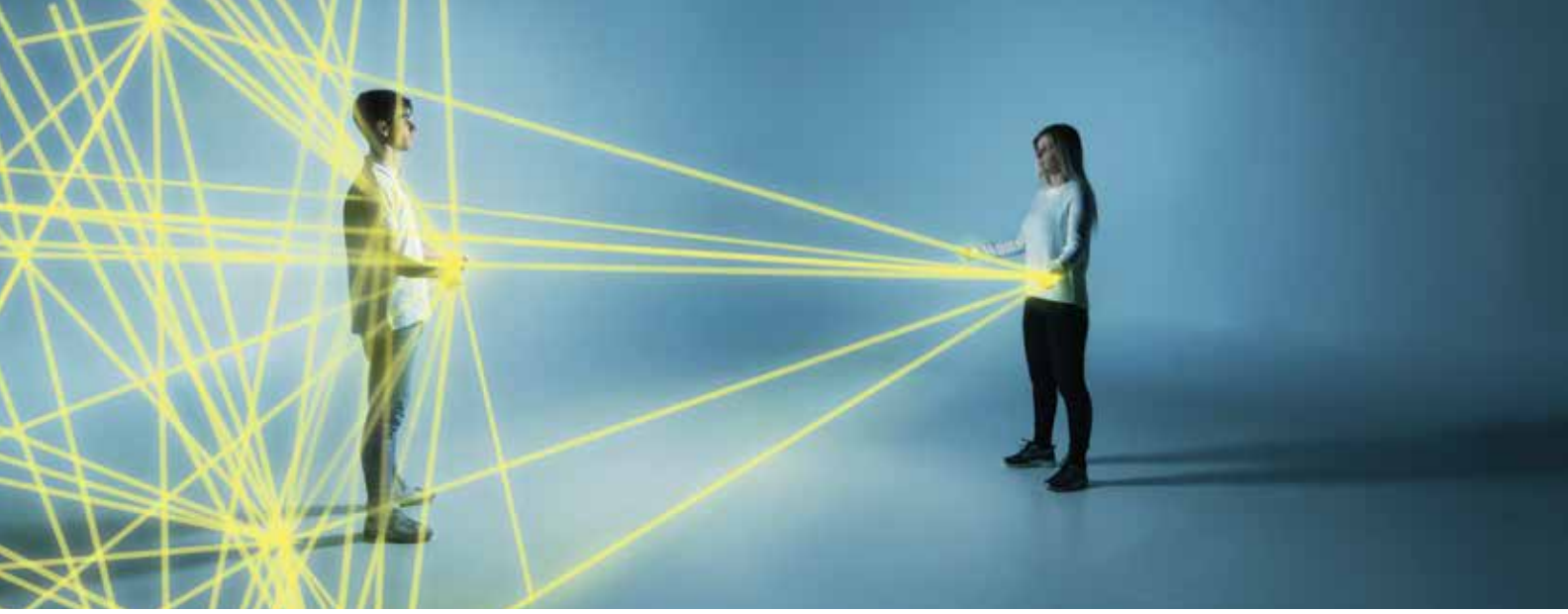

According to retired Philadelphia Police Commissioner Charles Ramsay,

> *The profession of policing is still based on the principles of Sir Robert Peel, and yet our profession changes and reflects the values, social structure, technology advancements, and political demands of the times.*

Ramsay's sentiments indicate that the traditional recruitment, development, and grooming of future law enforcement leaders is not going to continue to work. Besides the fact that professional growth opportunities must change, millennials and Gen Z workers are motivated in different ways and have different expectations in the workplace.

To develop millennials and Gen Z law enforcement personnel, it is important for today's leaders to consider work motivations such as

- leadership expectations;
- purpose;
- professional growth and development opportunities; and
- technology.

Law enforcement leaders must communicate their values to attract employees looking to join an organization with values aligned with their own, that encourages approachability and praise, and promotes team-based environments. They should also communicate the organization's purpose and mission to encourage applicants looking for a meaningful career. Finally, agencies need to develop flexible paths for professional growth, along with development and training opportunities for sworn and professional staff, across all seniority levels, ranks, and classifications.

ACCORDING TO *FORBES* MAGAZINE,

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OF LAW ENFORCEMENT MANAGERS AND

79%

OF DETECTIVES BELIEVE "THEIR WORK IMPROVES THE WORLD."

WORK MOTIVATIONS

Leadership Expectations

Public safety work groups are naturally team-based, so focusing on the promotion of leaders who encourage and empower their employees and develop open lines of communication is a successful strategy.

The incoming generations often prefer egalitarian, value-centered leadership and team-based work groups. When implemented in specific organizations, a switch from traditional to value-centered strategies led to a 788 percent increase in return on investment in terms of productivity, absenteeism, and retention. When managers and supervisors invite employees across ranks and seniority into the decision-making process, it keeps employees engaged. Their engagement translates into added expertise and perspective that is beneficial to the department.

Officer Lily Duran from Tempe, Arizona, Police Department notes the effect of teamwork and engagement on her motivation, stating,

> *For me, it's really the mission, that family structure that we have in our department. I drive an hour and a half to commute to work every day, and I do it happily because I love my agency. We're about 350 sworn, and we all know each other. We have an inclusive environment where people feel good about sharing what they want to do and how we can help them. That's the driver for me.*

Purpose

Leadership relates to an organization's mission, vision, values, and purpose. For incoming generations, meaningful work is important, so agencies need to brand their culture to make sure the fit is right. Neuroeconomist Paul Zak argues that both trust and purpose are crucial to finding joy and happiness, both at work and outside of work. In one 2016 study, he found high-trust companies have one-half the turnover of low-trust companies, with 56 percent more job satisfaction. Recruitment videos, the proliferation of community events, professional development programs, special community team-based assignments, and social media are all opportunities to brand

an organization with this sense of purpose and trust.

A study of 2,400 workers, both part-time and full-time, and across generations, found that the "nature of the work itself" and the "ability to learn, grow, and progress" are more important to workers than money. This is a crucial consideration for policing, where monetary incentives are not generally available. According to *Forbes* magazine, 84 percent of law enforcement managers and 79 percent of detectives believe "their work improves the world." Law enforcement has a profound and meaningful purpose—in every police recruit oral board, the answer to the question, "Why law enforcement?" is most often "to help people" or "to serve the public" or a similar statement. Agencies must take advantage of this perspective and the incoming generations' drive to serve.

In a report by the Office of Community Oriented Policing Services, *Hiring for the 21st Century Law Enforcement Officer: Challenges, Opportunities, and Strategies for Success*, one of the recommendations is to hire candidates who share the values and vision of the department. What is the agency motto or mission? Agencies' vision and mission statements often read along the lines of "Our Community, Your Police" or "To Protect and to Serve" or "Safety, Service, and Trust." Agency leaders should consider what their mission statements are about, how they brand the agency and impact values and vision—and how the recruitment and retention of employees should mirror their mission statements. It is all about (or should be about) purpose and making work meaningful, ensuring employees have a sense of belonging and trust in the organization, and ensuring job fit and design are appropriate.

Growth and Development Opportunities

People learn by doing and trying, so investing in and promoting people both early and late in their careers are crucial. If an officer perceives promotional or special assignment opportunities are out of reach, he or she is more likely to leave the agency. In fact, the number one reason people quit their jobs is "the inability to learn and grow." In studies specific to law enforcement, as well as those that look globally across industries, having opportunities for professional growth and development is key to retaining staff. Considering the current significantly low unemployment rates in the United States, it is especially important to develop and grow existing employees as the pool of new applicants is limited. Most respondents (57 percent) in the Deloitte *Global Human Capital Trends* feel that finding a job outside of their organization is easier than seeking a new one within their own organization. This is a crucial consideration and major factor in the growing trend of officers leaving the field within five years of employment.

What is an agency to do to retain employees? Reconsider traditional mobility and training opportunities. So many agencies hold onto the culture of "traditional" models in which officers spend five to seven years in patrol before putting in for advanced officer training or applying for special assignments. Then they put in another 15 years before applying for supervisor positions, and so on and so forth. Of course, experience is important before climbing the ladder—and there will also always be staff who spend their careers as patrol officers, although their value should not be dismissed either. Advanced officer training, growth and development opportunities, and exposure to different units in the department are extremely valuable. There is a way, however, to implement a program that prepares employees for mobility, growth, and different assignments, as well as ensuring those lifetime patrol officers have every opportunity for success.

Some law enforcement agencies and other organizations have model programs other agencies can adopt. Phoenix, Arizona, Police Department sets aside 80 hours each year for staff to job shadow fellow employees or work a temporary assignment outside of their normal duty shift. Employees can use the hours all at once or space them out throughout the year. At Newport Beach, Virginia, Police Department, patrol staff are allowed one day a year to job shadow another employee two ranks above them. On the private sector side, Zappos, the online shoe retailer, encourages continued development through Zappos University, shadow sessions, and coaching, with the goal of keeping employees engaged and happy. A program that gives current and future leaders shared space to enrich a sense of purpose and professional development could be one solution to keep employees engaged.

Law enforcement managers should take note that work flexibility is often rated higher than salary perks. Deloitte's study also specifically looked at the government and public service industry and concluded that employers should be focusing on learning, the human experience, leadership, and talent mobility.

Technology & Automation

Millennials and Gen Z grew up with on-demand experiences and mind-sets. They expect technology to work, and they must be engaged, otherwise they are on to the next thing (like a new job).

A STUDY OF

2,400

PART-TIME AND FULL-TIME WORKERS ACROSS GENERATIONS, FOUND THAT THE "NATURE OF THE WORK ITSELF" AND THE "ABILITY TO LEARN, GROW AND PROGRESS" ARE MORE IMPORTANT THAN MONEY.

Another consideration for law enforcement is continuing improvements in technology, leading to the automation of many tasks currently completed by staff. Automation of routine day-to-day tasks creates a need for analysts and service-oriented, problem-solving managers. With the low unemployment rate and the continued struggle to hire qualified staff, the potential to automate and hire generations that embrace technology may very well be an answer to staffing woes.

RECOMMENDATIONS

There are a variety of improvements an organization can make to increase retention of qualified staff; two, in particular, are recommended herein—job shadow programs and internal mobility opportunities.

Job Shadows

To implement a job shadow program, it is imperative to gain the buy-in of all management staff and to develop some ground rules, leaning on the agency's vision and values. How many hours or days? Who is the coordinator? What is the goal?

A larger agency may have a payback day each month that could be utilized or a bank of time like Phoenix. A smaller agency may be able to afford a day or two a year and can inquire with outside agencies (such as the District Attorney's Office, a task force, or a larger agency) about the opportunity for a "ride-along." To create the program, a diverse job shadow team needs to be created that includes an executive manager liaison (approval authority); human resources; and representatives with authority from training, patrol, investigations, corrections, administrative services, community services, and others—across generations—as well as recent hires for their perspective. The number of the people on this team would depend on the agency's size. The executive manager and identified job shadow coordinator should send out the ground rules beforehand, do their homework, and schedule one day to develop the program. Remember, the time to act is now. Appointing a job shadow coordinator will assist

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with the implementation of the program, including connecting interested employees with desired assignments, ensuring no division is unduly burdened with requests and receiving feedback and collecting data for program review.

Once approved, the job shadow coordinator should send a quick survey to staff on potential job interests (e.g., forensics, training, narcotics investigations, PIO); highest desirability of promotion; interests outside of work (e.g., cars, computer programming, sports); and highest level of education and degree field (both will help identify untapped talent). This survey can also be used to identify potential candidates for special project committees, such as assisting with testing, and implementation of a new technology, developing a community program, or assisting with recruitment and retention—creating more opportunities for engaging employees outside of their regular assignments and using valuable skillsets. New engagement programs should not be limited to sworn personnel and should be available to everybody, preparing all interested individuals for internal mobility opportunities.

As an example, if a patrol officer were to spend a day in the auto theft unit, the detective the patrol officer is shadowing would learn about the employee's observations in the field and the patrol officer would learn about the detective's cases and what information detectives are looking for when they return to the field. This experience might later encourage the patrol officer to apply to the unit when given the opportunity—a win-win situation for both parties.

Internal Mobility

By creating a job shadow program, an agency is naturally engaging employees and promoting a team-based environment. Next stop? Internal mobility. Co-CEO of Whole Foods, Walter Robb states, "When leaders give their power away to others, they create space for those people to flourish."

As mentioned previously, when employees feel stuck and disengaged, they walk away. Both formal and informal (cultural) experience levels for positions should be reviewed. Any changes or modifications must be clearly communicated to all staff, with active encouragement for rising stars to apply for promotions. Training should also match a more accelerated mobility map.

According to Deloitte, at Spotify,

> *Internal mobility has become such a core cultural element that employees take on a new role, on average, every two years. And at Facebook, employees and managers have conversations about career progression with internal mobility understood as an accepted element.*

Not only do new hires expect the opportunity to grow, it is a necessity for organizations struggling with staffing (ratio of employee separations vs. new hires). Employees should be considered lifelong learners. With the implementation of a job shadow program and more progressive mobility, law enforcement leaders will keep employees engaged and better prepared for future roles within the organization.

CONCLUSION

Law enforcement agencies must think outside traditional cultural norms and work with the employees to implement a flexible environment that promotes growth, development, knowledge, and mobility. Employee engagement and investment is crucial to the success of the modern department. After having conversations with all generations, it seems that Baby Boomers and Gen X employees openly complain about the changing workforce expectations, but, in confidence, admit that spending more time at home with their kids, having greater training and mobility opportunities, and focusing on meaningful purpose and self-wellness are actually desirable… It's just change, and change is hard.

A

2016

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BY
Simon Hill, Head of Legal and Compliance, Certes Networks

Enforcing Cybersecurity Best Practices for Law Enforcement Agencies

EVERY DAY, MORE EXTENSIVE AND SOPHISTICATED DATA BREACHES AND CYBERCRIMES OCCUR ACROSS THE GLOBE. UNFORTUNATELY, LAW ENFORCEMENT HAS NOT ESCAPED THE LIMELIGHT AND, AS A RESULT, HAS BECOME A TARGET FOR CYBER CRIMINALS SEEKING TO EXPLOIT SENSITIVE INFORMATION AND IMPACT CRITICAL INFRASTRUCTURE.

For local law enforcement agencies, the challenges to keep data secure can be very overwhelming. Law enforcement agencies are naturally focused on preventing crime, but the often reactive nature of responding to a data breach makes it seem like an impossible task.

Furthermore, technology is now embedded in daily processes across police departments and emergency services—with all services highly dependent on systems such as computer-aided dispatch and alert systems in order to respond to an incident and bring people and equipment to locations as quickly as possible. This technology is essential, but the intelligence embedded throughout the systems is shared primarily through the Internet, which is increasingly one of the most exposed points in the network infrastructure. So where should law enforcement agencies even begin?

UNDERSTANDING CYBERSECURITY RISKS

Malware is often leveraged by malicious actors to gain undetected access to IT systems in an attempt to disrupt essential emergency and government services. These sophisticated hacking efforts often use ransomware to deny users access to critical data and systems and, then, demand payment in exchange for access. This has happened on numerous occasions—three of which were an attack on a law enforcement agency near Dallas, Texas, a ransomware attack on the City of Atlanta's (Georgia) government servers, and a cyber attack on the City of Baltimore, Maryland.

In the first incident, an employee clicked on a link in an email that appeared to be from another law enforcement agency. As a result, the agency lost a substantial number of digital files, including critical video evidence. In the second case, the ransomware attack impacted various internal and customer-facing applications, including those of the Atlanta Police Department. In the third event, the City of Baltimore, Maryland, had its dispatch system taken offline for more than 17 hours due to a cyber attack, with devastating consequences. These examples show how critical it is for cybersecurity to be considered a priority within law enforcement and government agencies.

These agencies are under constant threat—even more so when they are linked to media-focused events that put the agency further in the spotlight. This could be a high-profile event, such as an officer-involved shooting, or the implementation of controversial policies. Regardless of the scenario, there is rarely a time when law enforcement agencies aren't in the public eye.

Even more pertinent is the risk that is posed to civilian lives. Another cyber attack incident on law enforcement entailed the ISIS-affiliated Caliphate Cyber Army divulging the personally identifiable information of 36 Minnesota police officers, calling for the officers to be killed. Data leaks from law enforcement agencies can lead to people's home addresses, social security numbers, and phone numbers being posted online, causing alarm and serious threat to personal safety. The list of examples goes on, which proves that the unauthorized access to or loss of law enforcement data due to a cyber attack has serious operational and privacy implications. Therefore, the importance of a robust cybersecurity strategy must include an almost impenetrable set of network security protocols, coupled with a cybersecurity culture that is active, alert, and aware at all times.

A STATE OF "NEAR-CONSTANT ATTACK"

Law enforcement agencies have an ethical and legal obligation to secure their data. Many U.S. states must adhere to notification protocols if a data breach is suspected and if the confidentiality of an individual's personal information could be compromised. This is due, in part, to the consequences that a loss of sensitive data would have on multiple parties—employees, the community, victims of crime, witnesses, informants, and prosecutors. Each of these individuals is likely to be linked to some form of data within a law enforcement agency, from evidence to personal details or

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> *It is the responsibility of the agency to ensure every aspect of the cybersecurity measures in place are enough to keep their data secure.*

statements. Because of this, a cyber attack could also impact the public's confidence and trust in law enforcement, reducing the credibility of the sector.

Additionally, it is without question that a cyber attack would also carry devastating financial implications and disrupt essential government services for potentially long periods of time, which no agency can afford to risk.

KEYS TO MINIMIZING RISKS

There are three key things that law enforcement agencies can do to minimize risks and enforce best cybersecurity practices.

1. COMPLY WITH THE RIGHT REGULATIONS

Compliance with the Criminal Justice Information Services (CJIS) Security Policy is mandatory for any U.S. organization that handles criminal justice information (CJI). The purpose of the CJIS Security Policy is to provide a minimum set of security requirements that must be adopted by any U.S. government and law enforcement agency that accesses the services provided by the CJIS division database.

The main focus of the CJIS Security Policy is to protect CJI from creation through dissemination, whether at rest or in transit. The use of encryption is fundamental to achieving this; in fact, failure to meet requirements to encrypt data in transit has historically been a reason for agencies failing audits.

However, U.S. law enforcement agencies are not at liberty to deploy any type of encryption they may choose. Instead, they must use encryption products that meet federal standards as set by the National Institute of Standards and Technology (NIST), which are defined in the FIPS 140-2 specification. Quite simply, any encryption solution chosen by an agency must meet this standard. Selecting a solution that is not only FIPS 140-2 Certified and Common Criteria Validated, but also ensures CJI is encrypted while at rest and in transit—such as through Layer 4 encryption—is the only way that U.S. law enforcement agencies can keep their data secure and remain compliant.

2. PREPARE FOR A CYBER ATTACK

It is now a matter of when, not if, a police department's defenses will be breached. Cyber attacks are becoming more sophisticated and, as such, are becoming harder to detect early. Even with robust prevention measures in place, there is no guarantee that any law enforcement agency will be safe. However, with CJIS requirements in place, organizations can better prepare for a cyber attack or infiltration.

Additionally, third-party security audits are an effective way to test an organization's ability to withstand a cyber attack and identify areas for improvement, such as insufficient internal resources. In this case, the U.S. Department of Homeland Security can provide free support to state and local governments to manage and respond to an incident.

3. IMPROVE COLLABORATION

When it comes to cybersecurity, every law enforcement agency is contending with the increased use of digital evidence, such as photos, reports, videos, and records, that must be collected, stored, and maintained in a way that protects the integrity and verification of the data's authenticity. However, many local law enforcement agencies have little control over the technology used to secure their data or over the hiring processes of the local government IT staff.

And yet, it is the responsibility of the agency to ensure every aspect of the cybersecurity measures in place are enough to keep their data secure. After all, it will be the law enforcement partners, rather than the IT contractors, who will be held accountable if a data breach occurs.

To combat this, collaboration is key. Silos must be removed, and police leaders are encouraged to work closely with IT professionals to ensure priorities and strategies are developed in tandem. Together, collective goals can be reached and a strategy and procedures to follow in the event of a cyber attack can be decided upon. Ensuring these processes are already established means that an effective post-breach investigation can be conducted, allowing the affected files and systems to be recovered rapidly.

Additionally, law enforcement agencies should look to collaborate with other sectors, especially organizations in the critical infrastructure industry such as transportation, energy, and health care companies. These partnerships are extremely influential and can increase an entire region's ability to prepare, train, and respond to cyber threats.

CONCLUSION

Law enforcement agencies don't have any time to waste; the threat of a cyber attack is waiting. By accepting that a cyber attack will happen and preparing accordingly by improving collaboration and increasing user training and awareness, law enforcement agencies will reduce the risk of becoming the next victim of a cyber attack.

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Cracking the Case with Forensic Tools

CRIME SCENE INVESTIGATORS AND LAW ENFORCEMENT OFFICERS USE FORENSIC TOOLS TO COLLECT, ANALYZE, AND PRESERVE EVIDENCE TO SUPPORT AN INVESTIGATION.

From fingerprint identification and facial recognition to narcotics analysis and DNA evidence, forensics tools cover a vast range of investigative and evidence-related uses.

While some companies are expanding their catalogs to include devices for collecting digital evidence, others are now offering innovative tools that will make collecting physical evidence more efficient and effective, as well as more admissible in court.

NARCOTICS

Illegal narcotics and related substance abuse have not only become a public health emergency in the United States, but also remains a recurring issue globally. Assistance with identifying illicit substances has allowed officers to better develop their current narcotics investigations and piece together previous ones.

Looking to help law enforcement identify these unknown substances is the Wilmington, Massachusetts–based Rigaku Analytical Devices. Founded in 2011 in response to a growing need for more rugged and technologically advanced mobile and handheld spectroscopic analyzers, Rigaku Analytical Devices is an innovator of solutions for use in the protection of public health and safety. Rigaku also aids in the advancement of scientific and academic study.

The Rigaku ResQ FLX is a narcotics analyzer that provides law enforcement agencies with greater flexibility for use in combating the widespread opioid epidemic and increased drug trafficking. This flexibility stems from the product's simple handheld form with the purpose of identifying illegal drugs, including fentanyl.

The Rigaku ResQ FLX's handheld design increases flexibility and safety for officers in the field.

Rigaku was the first to introduce a 1064nm laser excitation in a sealed and rugged handheld platform for reliable analysis of a broad range of materials. According to Marketing Director Jen Lynch, "The use of handheld Raman instruments has revolutionized field testing of narcotics and other illicit substances." Due to the ResQ FLX 1064nm Raman analyzer, many issues associated with testing times and cost have decreased. An advantage of using the Raman handheld analyzer is that it will keep officers safer because the analysis can be done through packaging without the need for the user to be exposed to potentially toxic substances.

With just a touch of a button, the analyzer provides results from a standard library of over 1,000 compounds. These include the latest fentanyl and opioid formulations for advanced fentanyl identification.

Users also have the ability to select additional libraries, features, and support packages that fit their needs and budget. These libraries include precursors, explosives, toxic industrial chemicals, and chemical warfare agents.

Another company offering narcotics identification tools is IDenta Corporation. Headquartered out of Jerusalem, Israel, IDenta was established with the mission of developing, manufacturing, and marketing field kits for the identification of drugs, precursors of drugs, explosives, precursors of explosives, and other unique forensic products.

IDenta's narcotics detection kits can detect and identify substances, liquids, or even traces at nanogram range in only seconds. The kit comes as a closed system and a wide selection of substance identification tools that maintain a long shelf life.

With a simple process of substance sampling, activating, and shaking, the tool offers fast and clear results based on a color reaction with little to no mess. It can also fit in small places, such as a backpack or pocket.

Chief Executive Officer Amichai Glattstein said, "We have identified a real need for field detection and identification to provide reliable and safe tools to end users who encounter…a wide variety of substances that require reference and simple testing." IDenta's field testing kits have been utilized by police departments and sheriff's offices, as well as by drug enforcement agencies, bomb squads, and armed forces.

SURVEILLANCE

Helping to drive intelligence and evidence collection, companies are also providing law enforcement agencies the newest in surveillance. Analytical platforms and long-range thermal lenses can help identify suspects from crowded environments, such as densely populated cities and forested areas.

The Israel-based BriefCam's products have played an important role in identifying suspected terrorists in the days following the Boston Marathon, along with uncovering pedestrian, crowd, and traffic patterns in cities like New Orleans, Louisiana.

BriefCam offers the comprehensive and innovative Video Content Analytics Platform. This product allows law enforcement to accelerate investigations, attain situational awareness, and derive critical intelligence from video surveillance.

"Offering real-time capabilities, enhanced user experience, and accelerated processing performance, BriefCam enables law enforcement to transform video into actionable intelligence and maximize video surveillance," said Chief Marketing Officer Stephanie Weagle. The complete Video Content Analytics Platform delivers video analytics via three fully integrated solutions: review, respond, and research.

Review allows officers to filter video, pinpointing people and objects of interest with speed and precision across multiple cameras. These solutions are available through the platform's library of 29 classes and attributes, along with face and license plate recognition. The respond element enables police to configure and trigger real-time, rule-based alerts so that they can proactively respond to events. The final element, research, shows officers inefficiencies and threats to public safety by aggregating video data and visualizing it in reports and dashboards.

"The police officers using the software feel that they've won back time—time they can then invest in other investigation activities, streamlining the whole process of closing a case," said Director of Video Surveillance Program (Brussels-Capital Region) Christian Banken. Powered by deep learning and artificial intelligence, the technology processes video; detects, tracks, extracts, and classifies objects in the video; and indexes those objects to enable officers to accelerate investigations, attain situational awareness, and derive operational intelligence.

FLIR's handheld thermal devices can be used day or night to find physical evidence.

Also offering surveillance tools is FLIR Systems, which is based out of Wilsonville, Oregon.

FLIR has made new additions to its Scion Outdoor Thermal Monocular (OTM) and Professional Thermal Monocular (PTM) series with the 25mm lens and 36mm lens variant for longer range detection. These handheld devices can be used day or night to find physical evidence.

The 25mm lens can extend viewing capabilities up to 700 meters, whereas, the 36mm lens offers observation of up to 1,000 meters. This increased range helps users quickly detect objects at extreme distances with smooth, unwavering vision, no matter the environment. The manual focus feature allows users to customize their viewing preference.

With more features than any other FLIR commercial thermal handheld, Scion PTM and OTM include Wi-Fi and Bluetooth connectivity, as well as a global positioning system functionality. The Lock Span Mode creates highly detailed images by eliminating unwanted temperature detection with a locked temperature range.

Technology is rapidly evolving—and with it come new threats to national security and public health. As drug trafficking and organized crime groups are changing the way they do business, so too must law enforcement officers change the way they identify suspects to resolve an issue.

Many companies are looking for new and innovative ways to capture digital evidence; however, others are aiming to advance physical evidence collection to improve traditional investigative techniques.

SOURCE LIST

Please view this article online for contact information.

- 908 Devices
- Access Data
- Anyline
- Blockchain Intelligence Group
- BriefCam
- CIMA LTCI Corporation
- Complete Inspection Systems
- CrossMatch
- DME Forensics
- DSC Laboratories
- EZ Dupe
- FLIR Systems, Inc.
- HEMCO Corporation
- IDEMIA
- IDenta Ltd.
- Laser Labs Inc.
- LexisNexis
- NEC Corporation of America
- NICE
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- Oxygen Forensics Inc.
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Personal Protection Flu Kit

ProPac offers the Sundstrom Pandemic Flu Kit, which includes an NIOSH-approved SR 100 half mask, SR 510 P100 particulate filter, and 80 SR 221 pre-filters. The high-efficiency P100 particle filter has been tested for 99.997 percent absorption of very small particles, such as bacteria and viruses. A single respirator and filter can be disinfected and reused again (withstanding the equivalent of four disinfections a day for 18 months). Its inhalation and exhalation valve design provides easy breathing. The silicon respirator is designed to last for years. The kit is made of nonallergic material and is easily fit tested and checked.

https://propacusa.com/product/sundstrom-pandemic-flu-kit

Durable Field Guide

TacBook USA offers a pocket-sized, durable, and comprehensive field guide designed by a police trainer specifically for law enforcement professionals. The TacBook contains color-coded and categorized essential laws, codes, and procedures so officers can quickly find the information they need in the field. When officers have the information they need within reach, they can be more efficient with operations and maintain better control of scenes. This can promote an important factor in law enforcement: officer safety. With a current catalog of six states, this waterproof guide also includes useful diagrams, case law, radio codes, investigative procedures, CPR/First Aid, and Spanish.

www.tacbookusa.com

POLICE CHIEF *keeps you on the cutting edge of law enforcement technology with monthly product announcements. Items about new or improved products are based on news releases supplied by manufacturers and distributors;* **IACP endorsement is in no way implied.**

Weapon Sight

Meprolight USA announces its latest innovation in weapon sight systems, the Mepro Foresight. This augmented red dot weapon sight provides users with real-time data, increasing the user's performance and accuracy. The data include battery level, sensor data, and Bluetooth connectivity that allows the user to select from the database of reticles. With five reticles for a variety of possible tactical scenarios and a built-in compass and inside leveler, the Mepro Foresight becomes an invaluable asset in maximizing hit capability. A built-in sensor allows for automatic brightness adjustment. The Mepro Foresight augmented weapon sight is powered by a rechargeable battery or USB-C port.

https://meprolight.com/product/mepro-foresight

Personal Security Device

German company embedded brains GmbH, which specializes in customized software and hardware development for high-performance single and multicore systems, has developed the hardware, mechanical components, and power management strategy for a compact personal security device. Genucard 3 allows mobile users to securely connect to and access their company network while on the road or from the home office. With a compact cellphone format, the device can be easily connected via USB to any laptop or workstation and enables access to sensitive data in classified networks via a virtual private network (VPN). Genucard 3 offers dual-band Wi-Fi for high-performance WLAN connection and authentication via PIN entry directly on the device.

www.embedded-brains.de

Mobile ALPR System

Genetec, Inc., is unveiling its next-generation mobile automatic license plate recognition system. Powered by Intel Movidius Myriad X VPU, the AutoVu SharpZ3 enables advanced levels of innovation in in-vehicle analytics, situational awareness, and accuracy. The AutoVu SharpZ3 system will not only be able to improve the accuracy of license plate reads in difficult environments, such as bad weather, heavy traffic, and fast speeds, but will also be able to instantly recognize additional analytics, including vehicle type, color, and more. The system also features three optical sensors in the camera to provide additional analytics and a modular chassis to allow users to easily add new functionalities in the field.

www.genetec.com/sharpz3

Handheld Narcotics Analyzer

Law enforcement agents, narcotics officers, and customs personnel can now identify 34 additional substances and choose from two scan modes with the Thermo Scientific TruNarc handheld narcotics analyzer. The latest update uses Raman spectroscopy that allows officers to scan a single sample for multiple narcotics in one nondestructive, non-contact test and receive the results within seconds. The analyzer library can now quickly and accurately identify 498 substances, including 40 fentanyl derivatives. Users can also now choose between two scan modes, Direct or Type-H, dictating which library the TruNarc analyzer will reference to help optimize performance.

www.thermofisher.com/trunarc

Modular Daypacks

Built on a Thermo Mold Carrying system, Tasmanian Tiger's TT Modular Daypack L and the TT Modular Daypack XL ergonomically conform to the wearer's body, providing all-day comfort without added weight. Its smooth surface makes it easy to wipe down. The daypacks are fit adjustable with a height-adjustable chest belt and detachable compression straps. A rugged carrying handle provides another option for carrying on both daypacks. Inside the main compartment, the daypack is lined with MOLLE hook panels to attach compatible loop pouches, keeping gear organized and easily accessed. The XL model is also designed to hold a 15.4" laptop safely and securely.

www.tasmaniantigerusa.com

LED Light Tower

Larson Electronics releases a solar LED light tower for wide-area illumination in outdoor settings. This unit can be elevated up to 21.3 feet and features two 300-watt solar panels. The tower comes with four dimmable 50-watt LED fixtures and four 150aH gel batteries. This unit comes with a solar controller and is secured to a single-axle trailer. The SPLT-.6K-LM21-RB-4X150AH-4X10L-CPR-D-V2 solar LED light tower is made of die-cast aluminum alloy and features a telescoping mast that can be rotated 360 degrees. A cooling system circulates air within the junction box at 1400 CFM when the ambient temperature exceeds 90 degrees Fahrenheit.

www.larsonelectronics.com

Ductless Workstation

HEMCO Corporation's MicroFlow III is a Class 1 ductless carbon filtered workstation equipped with particle pre-filter and activated carbon filtration, ideal for fumes, odors, and non-hazardous chemical vapors. At 24" wide, 20.75" high, and 24" deep, it is completely self-contained with an integral recessed work surface to contain spills. A convenient clear viewing sash surrounds the work area for user protection. The sash can be conformed for use with a microscope and is easily removable. Variable speed fan control allows for high speed air flow through the sash opening or medium and low flow for sensitive operations. A hood is available with a mobile table.

www.hemcocorp.com

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2020 BUYERS' GUIDE

Up-to-date listings of the latest products and services available to law enforcement

The annual *Police Chief* Buyers' Guide is the most important tool available to law enforcement executives putting together their budgets, and the only buyers' guide supported by more than a century of IACP services and experience. A year-round desk reference, the Buyers' Guide offers the most up-to-date listings of the latest products and services available to law enforcement. Product listings have been classified according to function and sorted into 13 sections.

Administration
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Communications
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Emergency Response
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Human Resources
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Tactical & Protective Equipment
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ADMINISTRATION
Agency Standards
Alcohol/Drug Education Products
Architects/Designers
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Coins
Collision Reporting Services
Community Programs
Conferences/Educational
Consultants
Detention/Jail Equipment
Filing/Storage Systems
Financial Services
Lockers
Medallion Holders
Parade Equipment
Physical Fitness/Gym Equipment
Patches
Policy/Procedure Manuals
Public Education Materials
Robots, Public Service
Safes/Vaults/Locks
Translation Services

COMMUNICATIONS
Amplifiers/Bridges/Filters/Multiplex Systems
Antennas
Batteries
Battery Chargers/Analyzers
Consoles
Dispatch Systems, E911/CAD
Furniture, Conventional/Ergonomic
Headsets
Interoperability
Mobile Communications/MDTs
Mobile Devices (Smartphones, Tablets)
Public Address Equipment
Radios/Accessories
Recorders, Audio
Repeaters
Scanners
Surveillance
Switching/Control Equipment
Telephone
Weather Notification

COMPUTERS
911/E911
AFIS
Arrest/Booking
Artificial Intelligence
Asset Management
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Case Management
Cloud Services
Communications Management
Community Policing
Computer Accessories
Computer-Aided Dispatch
Crime Analysis
Crime Scene Analysis
Custom Software
Data Mining
Data Recovery
Domestic Violence Tracking
Emergency Management
Facial Recognition
Fleet Management
Forensics
Gang Tracking
Geographic Information
GPS
Gunshot Location
Image Search & Analysis
Incident-Based Reporting Systems
Information Sharing/NCIC
Intelligence-Led Policing
Internet Services
Investigative
License Plate Recognition
Mapping
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Narcotics Investigation
Networks
Online Services
Peripherals
Personnel Management & Scheduling
Photo Identification
Portable/In-Car
Predictive Policing
Property/Evidence Management
Records Management
Report Writing
Terrorism
Touch Screen Computers, Kiosks
Towing Management
Traffic Crash Investigation
Traffic/Parking Violation Management
Training
Uniform Crime
Video Analysis & Enhancement
Weapon Tracking

EMERGENCY RESPONSE
Alarms/Evacuation
Ambulances/Accessories
Defibrillators
First Aid Products
Flares/Guns/Cases
Flashers
Gas Detectors
Hazardous Materials Equipment
Hospital Equipment
Lights, Emergency
Rescue/Disaster Equipment

HUMAN RESOURCES
Departmental Promotions
Identification, Personnel
Personnel Screening & Testing
Personnel/Recruitment
Treatment Services, Chemical Dependency/Stress

INVESTIGATION
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Crime Scene Processing Equipment
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Metal/Weapons Detectors
Security Devices/Systems

TACTICAL AND PROTECTIVE EQUIPMENT
Armored Shields
Ballistic Materials
Barricades
Body Armor
Bomb Detection
Cameras, Body-Worn
Cases, Protective
Chemical Munitions
Entry Devices
Eyewear
Gas Masks/Accessories
Goggles, Safety
Gun Retention Devices
Helmets
Infectious Disease Protection Equipment
Lights, Special Purpose
Lock Opening Devices
Personal Protective Equipment
Post-Disaster Recovery
Restraint/Defense Devices
Robots, Tactical

TRAFFIC ENFORCEMENT
Alcohol/Drug Detection Devices
E-Citation
Measuring Devices
Parking Enforcement Equipment
Pedestrian Safety Equipment
Red Light Cameras
Signs
Speed Cameras
Speed Detection Equipment
Tire Deflation Devices

Traffic Control Systems
Traffic Markers/Cones/Flashers
Traffic Ticket Forms

TRAINING

Books/Manuals/Periodicals
Courses/Schools/Seminars
Crime Prevention
Defensive Tactics Training
Devices/Aids, Training
Distance Learning
Driver Training
Emergency Medical Devices Training
Equipment, Training
Films/Slides/Videos
Firearms Training
Forensics
Graduate and Undergraduate Degrees
Homeland Security
Interrogation/Investigation Training
Law Enforcement Schools
Legal Training
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Virtual Reality

TRANSPORTATION

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Boats/Accessories
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Lights, Mounted
Motorcycles/Accessories
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Partitions/Screens/Shields
Push Bumpers
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Sirens
Theft Prevention Devices
Truck Organizers
Vehicle Accessories
Vehicle Modification/Custom Design
Vehicles, Patrol
Vehicles, Prisoner Transport
Vehicles, Special Purpose
Vehicles, SWAT
Vehicle Tracking Systems

UNIFORMS AND GEAR

Badges/Shields/Cases
Duty Equipment, Accessories
Emblems/Insignia/Nameplates
Flashlights
Footwear
Gloves
Handbags/Purses
Name Badges
Uniform Accessories
Uniforms, Custom Design
Uniform Pants/Shirts/Skirts
Uniforms, Riot/SWAT

WEAPONS

Accessories
Batons/Baton Carriers
Cleaning Equipment
Firearms
Grips
Holsters
Knives
Less-Lethal Weapons
OC/Pepper Spray
Scopes/Sights
Shooting Ranges/Equipment
Storage/Security

The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC), a program of the U.S. Department of Justice Office of Community Oriented Policing Services, is designed to provide no-cost, customized support to agencies looking to enhance their capacity to understand, respond to, and investigate hate crimes. The CRI-TAC offers customizable solutions, ranging from resource referral to in-person consultations with hand-selected subject matter experts in the following areas:

- Data Reporting, Collection, and Analysis
- Policy Development
- Investigations
- Technology

IACP International Association of Chiefs of Police
COPS Community Oriented Policing Services U.S. Department of Justice

Visit **www.CollaborativeReform.org** for more information and to request assistance.

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Advertisers in this issue are identified in **blue**. Page number references are provided along with the alphabetical listings in the Directory; please refer to the advertisements in this issue for further information about these companies' products and services.

To locate a given company's complete mailing address, as well as available phone, email, and websites, go to the Directory section, which begins on the next page.

Please mention the *Police Chief* Buyers' Guide when you make an inquiry or place an order.

Every effort has been made to ensure the accuracy of these listings. However, as the Buyers' Guide is produced as a courtesy resource, we cannot be responsible for errors or omissions. IACP endorsement or approval of the companies and products listed is in no way implied.

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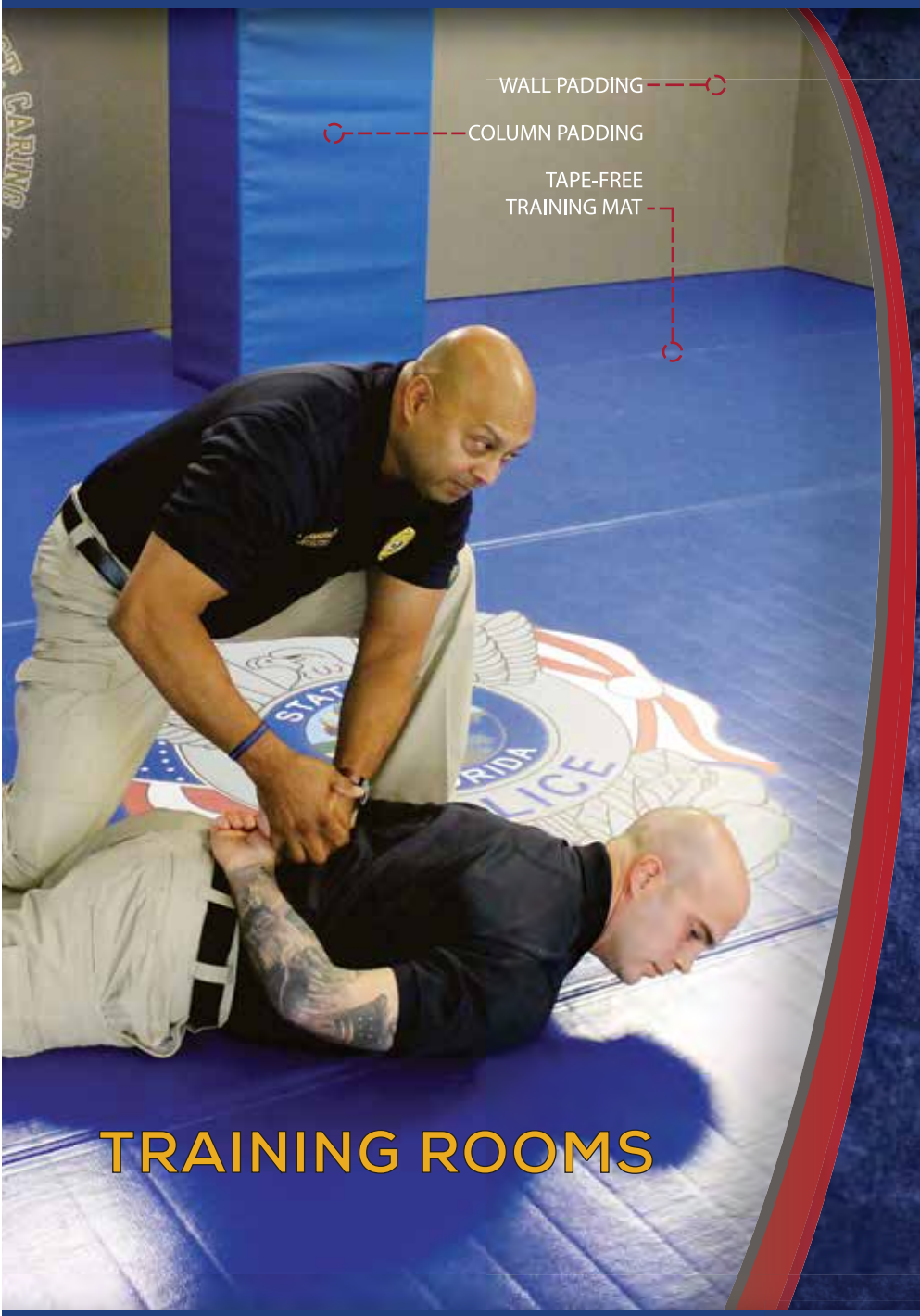

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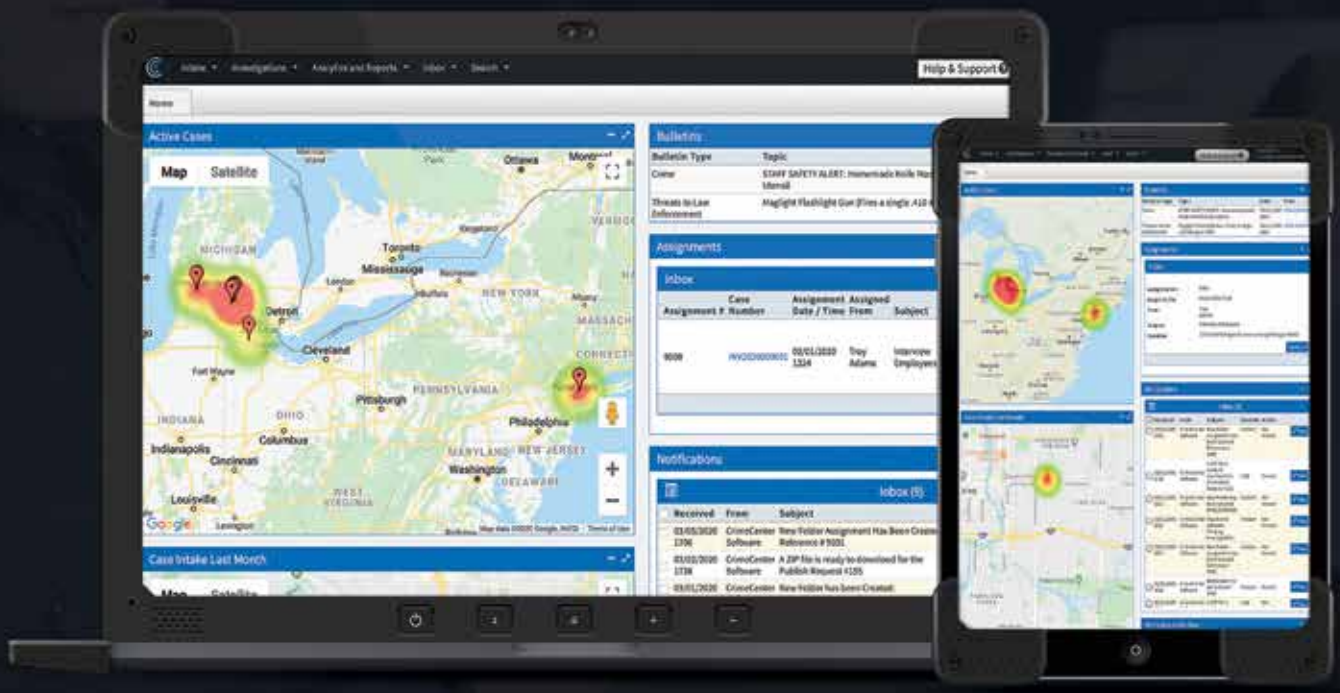

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Civil Defense Supply, Inc.
Littlite LLC
Reliapon Police Products
Viridian Weapon Technologies

Personal protective equipment
Alien Gear Holsters
Armor Express
Civil Defense Supply, Inc.
Condor Outdoor Products, Inc.
DQE
Federal Resources
HAIX North America, Inc.
LION
POLY Defensor Non-Lethal Technologies
Ring Power Corporation
Team Wendy

Post Disaster Recovery
RT LTA Systems Ltd.
Telesteps

Restraint/Defense Devices
ASP, Inc.
Civil Defense Supply, Inc.
Humane Restraint Co., Inc.
Peerless Handcuff Company
Reliapon Police Products

Robots, Tactical
MVP Robotics
Ring Power Corporation

TRAFFIC ENFORCEMENT

Alcohol/Drug Detection Devices
Central Equipment, LLC
Intoximeters
Sas R & D Services Inc
SwabTek

E-Citation
Brother Mobile Solutions
L-Tron
POSH USA
PrintekMobile
Saltus Technologies
Seiko Instruments, USA
Two Technologies

Measuring Devices
All Traffic Solutions
DataCollect Traffic Systems
JAMAR Technologies, Inc.
Laser Technology, Inc.
Radar Shop, Inc., The
Sas R & D Services Inc
Stalker Radar

Parking Enforcement Equipment
NDI Technologies Inc
PrintekMobile
Seiko Instruments, USA

Pedestrian Safety Equipment
DataCollect Traffic Systems
JAMAR Technologies, Inc.
MPH Industries

Red Light Cameras
Jenoptik

Signs
All Traffic Solutions
Central Equipment, LLC
DataCollect Traffic Systems
MPH Industries
Stalker Radar

Speed Cameras
Jenoptik
Laser Technology, Inc.
Radar Shop, Inc., The

Speed Detection Equipment
All Traffic Solutions
DataCollect Traffic Systems
JAMAR Technologies, Inc.
Jenoptik
Kustom Signals, Inc.
Laser Technology, Inc.
MPH Industries
NDI Technologies Inc
Stalker Radar
Radar Shop, Inc., The

Tire Deflation Device
Central Equipment LLC
NOCHASE LLC
PROSpike

Traffic Control Systems
DataCollect Traffic Systems
JAMAR Technologies, Inc.
Pi-Lit
POLIFORCE
TOMAR Electronics

Traffic Markers/Cones/Flashers
Pi-Lit
POLIFORCE

Traffic Ticket Forms
Saltus Technologies
Seiko Instruments, USA

TRAINING

Books/Manuals/Periodicals
Airborne Public Safety Association
ASIS International
Blue to Gold Law Enforcement Training
Charles C Thomas Publisher, Ltd.
IACP Net
International Association of Chiefs of Police
Institute of Police Technology and Management (IPTM)
Looseleaf Law Publications, Inc.
POLICE
Reliapon Police Products

Courses/Schools/Seminars
Airborne Public Safety Association
American Military University
Architects Design Group
ASP, Inc.
Blockchain Intelligence Group
Blue to Gold Law Enforcement Training
California University of Pennsylvania
Campus Safety Conference
Dewberry
Envisage Technologies
Force Science Institute
FranklinCovey Co.
Institute of Police Technology and Management (IPTM)
International Association of Chief's of Police
International Critical Incident Stress Foundation
International Police Mountain Bike Association (IPMBA)
Intoximeters
IPVideo Corp.
Issured Ltd.
Leaders Helping Leaders Network
Lexipol
POLICE
Police Law Institute
PoliceOne Academy
PRI Management Group
Southern Police Institute
University of Cincinnati Online

Crime Prevention
3SI Security Systems
ASIS International
BriefCam
Innocorp Ltd.
Phonexia
Real Identities/www.ID.training
Southern Police Institute

Defensive Tactics Training
ASP, Inc.
Civil Defense Supply, Inc.
Guardian Protective Devices Inc.

Devices/Aids, Training
ASP, Inc.
Biosound Therapy
Cordico
DSA Detection
DSC Laboratories
iMarksman, Inc.
Innocorp Ltd.
Intoximeters
Stryker – Emergency Care/Public Access

Distance Learning
American Military University
ASIS International
California University of Pennsylvania
Cordico
Institute of Police Technology and Management (IPTM)
International Critical Incident Stress Foundation
Lexipol
Police Law Institute
PoliceOne Academy
University of Cincinnati Online
University of San Diego
Virtual Academy

Driver Training
Skidcar System Inc.
VirTra

Emergency Medical Devices Training
Advanced Trauma Specialities, Inc.

Equipment, Training
Alien Gear Holsters
ASP, Inc.
Biosound Therapy
Federal Resources
Guardian Protective Devices, Inc.
iMarksman, Inc.
Intoximeters
Poly Defensor Non-Lethal Technologies
Skidcar System, Inc.
Smith & Wesson, Inc.
VirTra
ZOLL Medical

Films/Slides/Videos
Cordico

Firearms Training
Battle Rifle Company
iMarksman, Inc.
Laser Ammo USA Inc
Laser Shot
Meggitt Training Systems
Smith & Wesson, Inc.
VirTra

Forensics
Blockchain Intelligence Group
DME Forensics
Forensic Technology
Phonexia
Southern Police Institute

Graduate and Undergraduate Degrees
American Military University
California University of Pennsylvania
Southern Police Institute
University of Cincinnati Online
University of San Diego

Homeland Security
ASIS International
Blockchain Intelligence Group
California University of Pennsylvania
DSA Detection
Envisage Technologies

Interrogation/Investigation Training
Force Science Institute
IPVideo Corp.
Police Law Institute
Polygraph Institute, The
Southern Police Institute
Virtual Academy

Law Enforcement Schools
Institute of Police Technology and Management (IPTM)
IPVideo Corp.
Southern Police Institute
University of Cincinnati Online
University of San Diego

Legal Training
Blue to Gold Law Enforcement Training
California University of Pennsylvania
Police Law Institute
Real Identities/www.ID.training
Virtual Academy

Management Training
Cordico
FranklinCovey Co.
Guardian Tracking
International Association of Chiefs of Police
International Critical Incident Stress Foundation
Leaders Helping Leaders Network
PoliceOne Academy
Southern Police Institute
University of San Diego

Media Training
DME Forensics
Southern Police Institute

Polygraph Training
Polygraph Institute, The

Rescue Training
Advanced Trauma Specialities LLC
ZOLL Medical

Simulation-Based Training
iMarksman, Inc.
Laser Ammo USA, Inc.
Laser Shot
Meggitt Training Systems
MVP Robotics
Police Law Institute
Skidcar System, Inc.

Ti Training LE
VirTra

Tactical Training
ASP, Inc.
Battle Rifle Company
Civil Defense Supply, Inc.
Guardian Protective Devices Inc.
Laser Ammo USA, Inc.
MVP Robotics

Virtual Reality
iMarksman, Inc.
Skidcar System, Inc.

TRANSPORTATION

Auto Parts
Raybestos Brakes
Tuffy Security Products

Bicycles
Pedego Electric Bikes

Boats/Accessories
RIBCRAFT USA, LLC

Command Centers, Mobile
Cinetcomm, LLC
LDV, Inc.
OPS Public Safety
Wondries Fleet Group

Helicopters
Bell
Pi-Lit

Lights, Mounted
ACRO Lights
Adamson Industries Corp.
Code 3, Inc.
FMS Solutions LLC
GFX Law
HAAS Alert
Kaldor Emergency Lights LLC
POLIFORCE
TOMAR Electronics
Wondries Fleet Group

Motorcycles/Accessories
FMS Solutions LLC
Harley-Davidson Motor Company
Littlite LLC
Stalker Radar
Taramis Distributions

Mounting Hardware
FMS Solutions LLC
Stalker Radar

Partitions/Screens/Shields
Adamson Industries Corp
Kaldor Emergency Lights LLC
Pro-gard Products LLC

Push Bumpers
Adamson Industries Corp.
GFX Law
Kaldor Emergency Lights LLC
Pro-gard Products LLC

Recording Systems, In-Car
BodyWorn by Utility, Inc.
Panasonic I-PRO Sensing Solutions
Pro-Vision Video Systems
Safe-Fleet (COBAN & Mobile-Vision)
Stalker Radar
Visual Labs

Sirens
Adamson Industries Corp.
Code 3, Inc.
GFX Law
TOMAR Electronics
Wondries Fleet Group

Theft Protection Devices
3SI Security Systems
Adamson Industries Corp.
Big Sky Racks, Inc.
InterMotive Vehicle Controls
Pro-gard Products LLC
Tuffy Security Products

Trunk Organizers
Havis, Inc.
Tuffy Security Products
Tufloc

Vehicle Accessories
Code 3, Inc.
GFX Law
HAAS Alert
Havis, Inc.
InterMotive Vehicle Controls
Intoximeters
LittLite LLC
OPS Public Safety
Pi-Lit
Telesteps
Tuffy Security Products

Vehicle Modification/Custom Design
Adamson Industries Corp.
Havis, Inc.
Jankel Tactical Systems
Polaris Government & Defense
Wondries Fleet Group

Vehicle Tracking Systems
HAAS Alert
Pro-Vision Video Systems

Vehicles, Patrol
Big Sky Racks Inc.
Code 3, Inc.
Harley-Davidson Motor Company
Havis, Inc.
Jankel Tactical Systems
Kustom Signals, Inc.
Polaris Government & Defense
Wondries Fleet Group

Vehicles, Prisoner Transport
Adamson Industries Corp
Havis, Inc.
Jankel Tactical Systems
Polaris Government & Defense
Pro-gard Products LLC.
Wondries Fleet Group

Vehicles, Special Purpose
Havis, Inc.
Jankel Tactical Systems
LDV, Inc.
Polaris Government & Defense
PoliceGrantsHelp
RIBCRAFT USA, LLC
Ring Power Corporation
Wondries Fleet Group

Vehicles, SWAT
Jankel Tactical Systems
LDV, Inc.
Polaris Government & Defense
Ring Power Corporation
Telesteps
Wondries Fleet Group

UNIFORMS AND GEAR

Badges/Shields/Cases
5.11
Aker International, Inc.
Armor Express
Blackinton, V.H. & Co., Inc.
Boston Leather, Inc.
Dragon Lazer
Entenmann-Rovin Co.
EPoliceSupply.com
Gold Nugget Uniform dba Argo Uniform Co., Inc.
SymbolArts

Duty Equipment, Accessories
5.11
Aker International, Inc.
Alien Gear Holsters
ASP, Inc.
Boston Leather, Inc.
Civil Defense Supply, Inc.
Condor Outdoor Products, Inc.
Gold Nugget Uniform dba Argo Uniform Co., Inc.
Markl Supply Company, Inc.
Nye Uniform Co.
Peerless Handcuff Company
Project Peacekeeper
Reliapon Police Products
Strike Industries
Team Wendy
Viridian Weapon Technologies

Emblems/Insignia/Nameplates
Blackinton, V.H. & Co., Inc.
Dragon Lazer
Eiseman-Ludmar Co., Inc.
EPoliceSupply.com
Gold Nugget Uniform dba Argo Uniform Co., Inc.
Insignia Industries LLC/pinsinc.com
Nye Uniform Co.
SymbolArts

Flashlights
5.11
ASP, Inc.
Bayco Products
Gold Nugget Uniform dba Argo Uniform Co., Inc.
Powertac
Reliapon Police Products
Viridian Weapon Technologies

Footwear
5.11
Gold Nugget Uniform dba Argo Uniform Co., Inc.
HAIX North America, Inc.
Interceptor Boots
Nye Uniform Co.

Gloves
5.11
Eiseman-Ludmar Co., Inc.

Handbags/Purses
5.11
Strike Industries

Name Badges
Blackinton, V.H. & Co., Inc.
Central Equipment LLC
Dragon Lazer
EPoliceSupply.com
Reeves Company, Inc.

Uniform Accessories
5.11
Aker International, Inc.
Alien Gear Holsters
Boston Leather, Inc.
Eiseman-Ludmar Co., Inc.
HAIX North America
Interceptor Boots
Nye Uniform Co.
Project Peacekeeper
Reeves Company, Inc.
Team Wendy

Uniform Pants/Shirts/Skirts
5.11
Condor Outdoor Products, Inc.
Her BlueWear Uniforms
Nye Uniform Co.

Uniforms, Custom Design
5.11
Condor Outdoor Products, Inc.

Uniforms, Riot/SWAT
5.11
Armor Express
Condor Outdoor Products, Inc.

WEAPONS

Accessories
Alien Gear Holsters
ASP, Inc.
Battle Rifle Company
Bayco Products
Big Sky Racks Inc.
Civil Defense Supply, Inc.
Smith & Wesson Inc.
Strike Industries

Batons/Baton Carriers
Aker International, Inc.
ASP, Inc.
Battle Rifle Company
Boston Leather, Inc.

Cleaning Equipment
Ammo-Up
Battle Rifle Company
LensPen
MT2 Firing Range Services
Strike Industries

Grips
Battle Rifle Company
Strike Industries

Holsters
5.11
Aker International, Inc.
Alien Gear Holsters
Battle Rifle Company
Boston Leather, Inc.
FMS Solutions, LLC
Guardian Protective Devices Inc.
Viridian Weapon Technologies

Firearms
Laser Ammo USA, Inc.
Laser Shot
Markl Supply Company, Inc.
Rock River Arms, Inc
Smith & Wesson, Inc.

Knives
CMC Government Supply
Government Leasing Law Enforcement, LLC
Smith & Wesson Inc.

Less-Lethal Weapons
Alien Gear Holsters
ASP, Inc.
Laser Ammo USA, Inc.
Poly Defensor Non-Lethal Technologies

Scopes/Sights
FLIR Systems
LensPen
Markl Supply Company, Inc.

Shooting Ranges/Equipment
Alien Gear Holsters
Ammo-Up
Laser Ammo USA, Inc.
Laser Shot
Meggitt Training Systems
MT2 Firing Range Services
MVP Robotics

Storage/Security
Big Sky Racks Inc.
OPS Public Safety
Pro-gard Products LLC
Tuffy Security Products
Tufloc

OC/Pepper Spray
ASP, Inc.
Civil Defense Supply, Inc.
Poly Defensor Non-Lethal Technologies

***POLICE CHIEF*'s BUYERS' GUIDE** is released every April. To make sure your company is included in the 2021 edition, email dgudakunst@theiacp.org to ensure you're notified when the 2021 Buyers' Guide submission form opens.

POLICE CHIEF

2020 CALENDAR

Are you looking forward to reading about a certain issue in law enforcement or thinking about submitting an article to ***Police Chief***? Look below to see some of the topics we are covering this year!

JANUARY	Leadership
FEBRUARY	Investigations
MARCH	Innovations in "Smart" Policing
APRIL	Recruitment & Retention
MAY	Officer Safety & Wellness
JUNE	Targeted Violence
JULY	Great Ideas
AUGUST	Youth Safety & Engagement
SEPTEMBER	Emerging Issues in Traffic Safety
OCTOBER	Police & Policy
NOVEMBER	Human Trafficking
DECEMBER	Leveraging Data in Law Enforcement

Do you have innovative solutions or experiences that you want to share with the policing community? Take a look at our manuscript guidelines on www.policechiefmagazine.org/article-guidelines. Articles can be submitted online at www.policechiefmagazine.org/submit-an-article.

Planning, Designing, and Constructing Police Facilities Guidelines

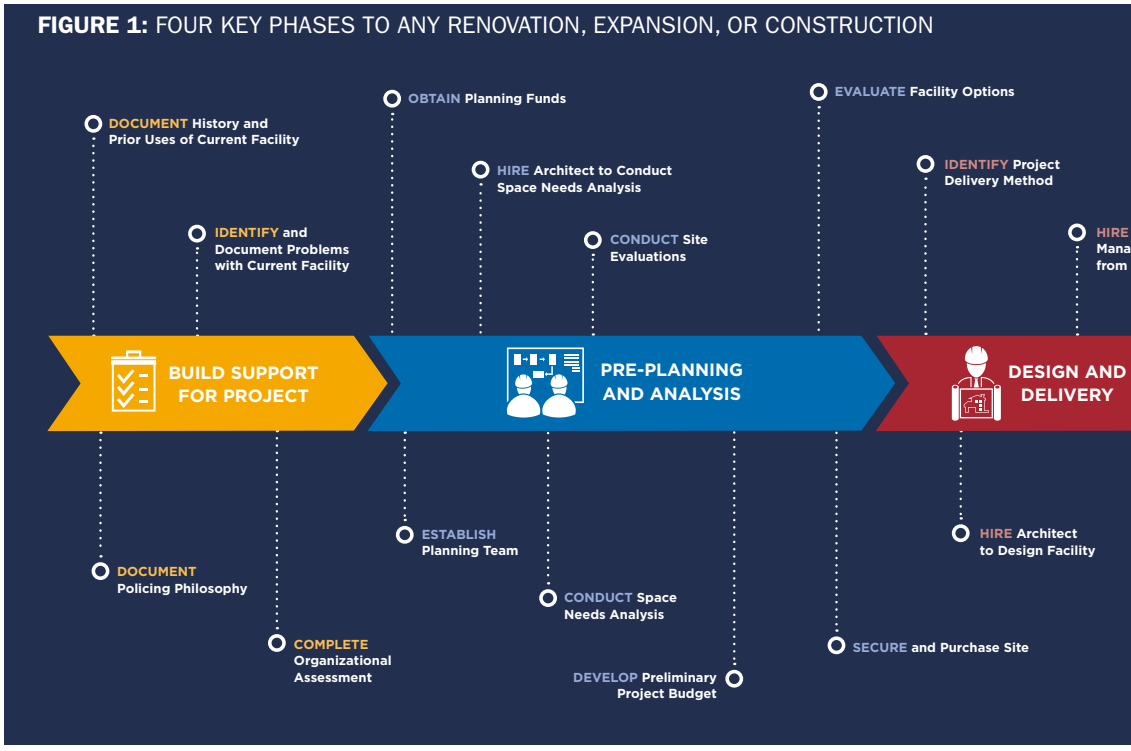
ALL LAW ENFORCEMENT AGENCIES NEED A HEADQUARTERS OR SUBSTATION AND WILL MOST LIKELY NEED TO PLAN, DESIGN, AND BUILD A NEW OR RENOVATED FACILITY IN THE FUTURE.

The IACP has developed *Police Facilities Planning Guidelines* to empower law enforcement executives to make informed decisions and direct their facility projects to ensure the building fits the agency's operational needs.

Since the useful life of a police facility can range from 20 to over 50 years, a new facility project is typically a first-time experience for most law enforcement executives. A law enforcement executive's role in the process has a dramatic impact on the design, budget, use, and lifespan of a new facility. For many communities, funding for new police facilities is not available or remains at the bottom of the community's long-term capital improvement plan. Changes in technology, building code requirements, security issues, and building system standards require significant expenditures to update, and these improvements often lack funding. Making the community aware of these issues and developing a plan of action to fix them takes significant planning.

The guidelines offer a plan of action for overcoming these barriers and detail the entire process of planning, designing, and constructing a public safety facility—from gaining community and political support, to hiring an architect and conducting a space needs analysis, to debuting and occupying the facility. The guidelines also include six case studies—showcasing a variety of police facility projects that have been completed in the past 10 years.

FIGURE 1: FOUR KEY PHASES TO ANY RENOVATION, EXPANSION, OR CONSTRUCTION


DOCUMENT History and Prior Uses of Current Facility
IDENTIFY and Document Problems with Current Facility
OBTAIN Planning Funds
HIRE Architect to Conduct Space Needs Analysis
CONDUCT Site Evaluations
EVALUATE Facility Options
IDENTIFY Project Delivery Method
HIRE Mana from
BUILD SUPPORT FOR PROJECT
PRE-PLANNING AND ANALYSIS
DESIGN AND DELIVERY
DOCUMENT Policing Philosophy
COMPLETE Organizational Assessment
ESTABLISH Planning Team
CONDUCT Space Needs Analysis
DEVELOP Preliminary Project Budget
SECURE and Purchase Site
HIRE Architect to Design Facility

There are four key phases to any renovation, expansion, or construction and design of a new public safety facility (see Figure 1):

I. Building Support for the Project
II. Pre-Planning and Analysis
III. Project Design and Delivery
IV. Project Construction and Occupancy

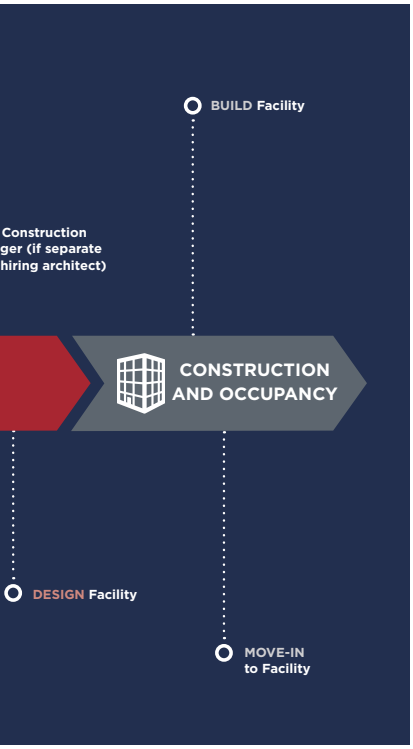
PHASE I: BUILD SUPPORT FOR THE PROJECT

How can agencies build support for such a complex, expensive project? Understanding and articulating organizational values and philosophy is critical. Take time to review operations, processes, practices, and any aspects of the agency that the facility will impact or be impacted by. Consider questions like the following ones:

- What is the potential growth and build-out for the community, and how does this impact the staffing ratio for the police department?
- Are there areas of the organization that can be altered and reengineered to both save money and improve services?
- Are there national or local trends (legislative or cultural) that will impact personnel and space needs?

The Phase I section of the guidelines provides an overview of the initial information gathering and dissemination required to garner support for the project. This includes identifying and documenting uses of and problems with the

BY
Nicole LeFort, Project Manager, IACP



current facility (operational and functional deficiencies), articulating the agency's policing philosophy, completing an organizational assessment, establishing community and political support, and obtaining preliminary approval for the project.

PHASE II: PRE-PLANNING AND ANALYSIS

Comprehensive pre-planning can position the project for success. This section focuses on identifying and securing necessary planning funds, establishing the planning team, hiring an architect for the space needs analysis, conducting the space needs analysis, conducting site evaluations, developing a preliminary project budget, evaluating facility options, and securing and purchasing the site. It is important to choose the right people to lead the project and to secure sufficient data and funds to guide future decision making.

Front-end planning can result in decreased maintenance costs and future renovation costs; however, law enforcement leaders should refrain from making estimates of the anticipated design and construction costs when seeking funds for the planning stage. "Ballpark" estimates at this stage are frequently wrong, since they are not based on documented information and analysis, and can become liabilities for the agency. After necessary research and front-end planning is complete, agencies should then create a project budget based on a comprehensive analysis of construction costs, such as site development and architectural costs, as well as soft costs, such as geotechnical evaluation, furniture, fixtures and equipment (FF&E), and telecommunication systems.

PHASE III: DESIGN AND DELIVERY

This section focuses on identifying the project delivery method, including design-bid-build, design-build, construction management at risk (CMR), and integrated project delivery (IPD), as well as designing the facility. Facility design includes critical elements such as reviewing preliminary schematic design options from the architect and confirming key layout decisions. By utilizing the square footage information gathered during a needs assessment and the department needs information gathered during the organizational assessment, architects will prepare preliminary designs. This process can include gaming sessions, whereby a police planning team and architect manipulate blocks or cutouts—each labeled and representing a function or section's relational size, such as records, evidence, locker room, roll call, visitor parking lot—attempting to find the best adjacency fit that meets a department's needs, as well as any present site constraints. This is a very hands-on approach and allows a police planning team to be thoroughly involved in the process and discuss the realities of site constraints, functional area size, adjacency relationships, and security.

Throughout the design phase, it is important to keep all relevant stakeholders involved. The same is true for the community. Find ways to engage the community in the process and keep them apprised of how the facility project is progressing.

PHASE IV: CONSTRUCTION AND OCCUPANCY

The guidelines also focus on building the facility, moving into and occupying the facility, and capitalizing on community engagement opportunities. Construction times vary depending on the size and scope of a project; schedule; and natural or imposed delays, such as weather, difficulty obtaining specific materials, or other variables. It is vital to select a contractor, CMR, or design-build entity that has a good track record of delivering facilities on time and within budget. Further, a clear and well-designed transition to occupancy plan is required. Employee satisfaction with a new facility is affected by the manner in which the transition to occupancy is carried out. Confusion, loss of information, and other transitional problems can negatively impact staff morale.

CONCLUSION

Planning, designing, and constructing a police facility takes a tremendous amount of time, effort, communication, and commitment. While some projects are completed within two years, others might take a decade. Commitment to the project and consistent communication between all stakeholders, including city officials, agency employees, and community members, are critical to the overall success of the project. With adequate planning and a commitment to the organizational policing philosophy, a new or renovated facility can do more than address deficiencies and inefficiencies—it can position the department to deliver new and improved services that were not previously possible. While the architectural team should include public safety facility experts, only the law enforcement executives and police planning team can develop and relay the long-term goals and needs that the facility must satisfy.

For more information, please visit theIACP.org/PoliceFacilities.

Dewberry www.dewberry.com

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IACP Members can **save more** on Long-Tem Care Programs!

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Visit theiacp.org/member-benefits for more information.

IACP

IACP Net Bulletin

Enhance Your Staffing Strategies

Field-Tested Recruitment and Retention Resources

The challenge of finding and keeping the best personnel continues to be a concern for law enforcement. IACP Net draws from the experiences and insights of agencies and experts around the globe.

The **Main e-Library** is a clearinghouse of resources with solutions and promising practices for law enforcement, including

- Are Recruit Selection Processes Holding Females Back? Challenging the Status Quo (652474)
- Train to Retain (651943)
- Securing the Future of Law Enforcement by Looking to the Past: The Rapid City Recruitment Plan (651869)

The **Policies e-Library** collects thousands of ready-to-use policies from agencies of various sizes and locations, including

- Recruitment: Administrative Practices and Procedures (652631)
- Applicant Selection (609628)
- Police Recruit Temporary Assignment (651602)

The **Forms e-Library** houses in-use forms from departments to support your recruiting needs, including

- Pre-Employment Polygraph Questionnaire (652394)
- Conditional Offer of Employment (652001)
- Personal History Statement: Lateral Officer (652240)

Access these resources and more at **theIACP.org/IACPnet**. For more information, call the IACP Net team at 800.227.9640.

TOP IACP BLOG POST

FirstNet Makes Long-Term Commitment to the IACP Officer Safety and Wellness Initiative

Officer safety and wellness goes beyond the typical aspects such as ballistic vests, body cameras, and weapons. Addressing and providing resources to officers that focus on mental health, financial literacy, nutritional needs, sleep deprivation and injury reduction is a high priority for the IACP.

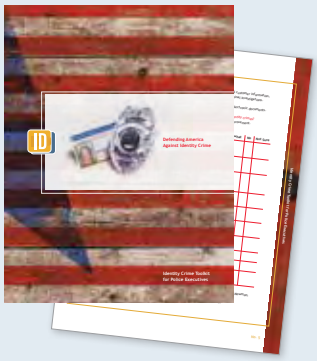
And, with FirstNet, officers have access to another layer of safety and wellness. The technology advancements made possible by FirstNet significantly improve officer communications and safety and increase their situational awareness.

Read this blog post and others at **theIACP.org/blog.**

TWEET of the month

The IACP
@TheIACP
A packed house of attendees @theIACP's #OSW2020 to hear from @TheJusticeDept Attorney General Barr addressing the importance of officer safety & wellness. Thank you for your support of law enforcement. #officersafety

POPULAR IACP RESOURCE



Defending America Against Identity Crime: Identity Crime Toolkit for Police Executives

Access this resource and more at **theIACP.org.**

THIS MONTH'S QUOTE

"People learn by doing and trying, so investing in and promoting people both early and late in their careers are crucial. If an officer perceives promotional or special assignment opportunities are out of reach, he or she is more likely to leave the agency. In fact, the number one reason people quit their jobs is 'the inability to learn and grow.'"

"Creating a Culture of Success" by Jocelyn Francis 46–53

TOP *POLICE CHIEF* FEBRUARY ONLINE BONUS ARTICLE

"NYPD Shield and the Global Shield Network"

By Vincent Amadeo, Head, NYPD Shield

Read this article and more bonus content at **policechiefmagazine.org/category/bonus-online-article.**

FEATURED ITEM IN IACP MONTHLY FEBRUARY NEWSLETTER

CRI-TAC Collaborative Reform Initiative TECHNICAL ASSISTANCE CENTER

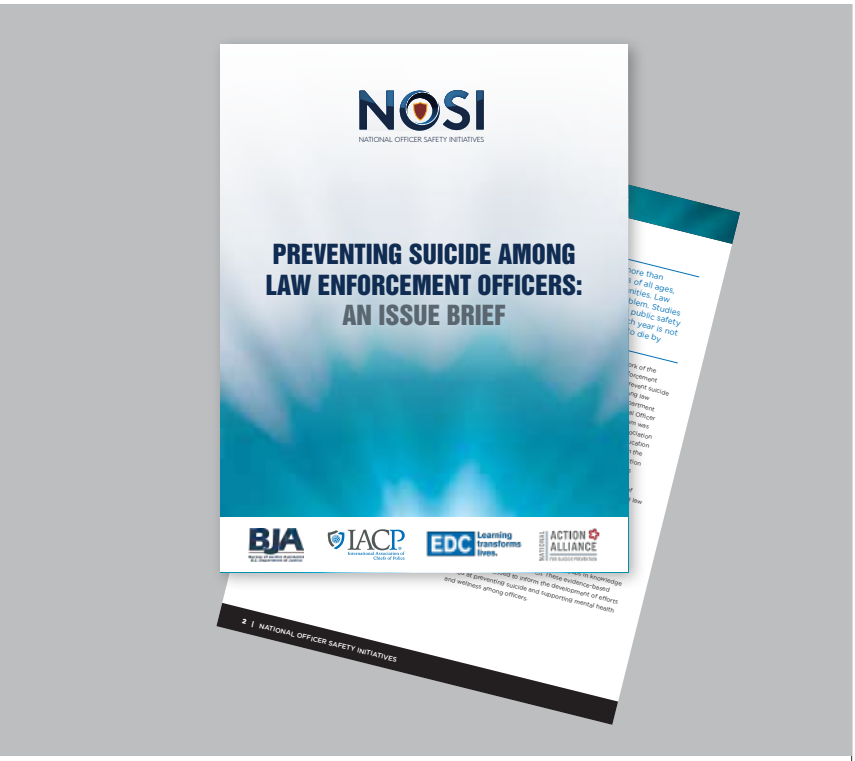
Need Training and Technical Assistance?

The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) provides no-cost customized technical assistance with solutions designed to meet the unique needs of state, local, tribal, and campus law enforcement agencies throughout the United States. Offering assistance on a wide variety of topics, CRI-TAC can assist in meeting your dynamic agency needs.

Request assistance from CRI-TAC or learn more at **theIACP.org/projects/collaborative-reform-intiative-technical-assistance-center-cri-tac.**

To access this resource and other materials directed at the prevention of law enforcement suicide, visit theIACP.org/resources/document/law-enforcement-suicide-prevention-and-awareness

Preventing Law Enforcement Suicide: An Issue Brief



GOOD PSYCHOLOGICAL AND PHYSICAL HEALTH ARE ESSENTIAL FOR LAW ENFORCEMENT OFFICERS TO BE SUCCESSFUL IN KEEPING COMMUNITIES SAFE FROM CRIME AND VIOLENCE.

Many law enforcement agencies across the world are incorporating psychological practices into their work as preventative measures to protect their officers' mental health. Programs and services include counseling services, peer support programs, and training on stress and wellness.

Law enforcement officers experience job-related stressors that can range from interpersonal conflicts to experiencing traumatic events such as vehicle crashes, homicides, and suicides. These cumulative exposures can affect officers' mental and physical health, contributing to problems such as post-traumatic stress symptoms, substance misuse, depression, and suicidal ideation.

Over the past four years, the reported rate of suicide among law enforcement officers has continuously increased. In 2019, there were 228 reported law enforcement suicides in the United States. Law enforcement agencies can help alleviate the impact of stressors that officers face by implementing effective prevention strategies such as fostering a culture of support throughout the department; ensuring access to culturally competent mental health and wellness services; and reducing barriers to help-seeking within their departments, social circles, and communities, as a whole.

Preventing Law Enforcement Suicide: An Issue Brief informs the work of the National Consortium on Preventing Law Enforcement Suicide (the Consortium) and other stakeholders working to prevent suicide and promote mental health and wellness among law enforcement officers. The Consortium, formed in October 2018 by the International Association of Chiefs of Police in partnership with the Education Development Center and with support from the National Action Alliance for Suicide Prevention, is a project of the U.S. Department of Justice, Bureau of Justice Assistance to raise awareness of and prevent suicide among law enforcement officers. To support these efforts, this issue brief synthesizes the current state of knowledge regarding the prevention of suicide among law enforcement officers.

The issue brief presents research findings obtained from a broad review of research studies relevant to the prevention of suicide in law enforcement. Throughout the issue brief, law enforcement professionals can learn about the prevalence of suicidal thoughts and behaviors among officers, relevant risk and protective factors, effective strategies and best practices for preventing suicide among officers, and gaps in knowledge that require additional research. The evidence-based findings are intended to inform the development of efforts aimed at preventing suicide and supporting mental health and wellness among officers.

YOU have questions.
WE have answers.

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- Staffing studies
- Policy and procedure reviews
- Other technical assistance projects
- Recruitment appraisals
- Promotional testing and assessment centers
- Executive searches

IACP Professional Services

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www.theIACP.org/professional-services

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International Association of Chiefs of Police

LEADERSHIP in POLICE ORGANIZATIONS℠

IACP's Leadership in Police Organizations (LPO), is modeled after the concept of "every officer is a leader" and is designed to enhance the leadership capacity of established supervisors. Over the course of three weeks, attendees will gather with leaders from around the globe and grow their experience and knowledge with:

INTERACTIVE TRAINING FORMAT

APPLIED LEARNING

TRANSLATION OF THEORY TO PRACTICE

PRACTICAL LEADERSHIP STRATEGIES

Upcoming IACP Training Opportunities

NEW LENOX, ILLINOIS

2020

Week 1: August 31-September 4 • **Week 2**: September 28-October 2
Week 3: November 2-6

Contact Us for More Information about Scheduling a Class for Your Agency or Academy

FIRST-LINE LEADERSHIP

The IACP's First-Line Leadership (FLL) training provides leadership and management skills to sergeants, corporals, master police officers, and other current and aspiring leaders. Training participants will:

- Enhance communication and manage change.
- Learn key themes of followership and motivation.
- Acquire leadership skills and risk management strategies.
- Learn to maneuver in political environments.
- Create community needs assessments.
- Address current critical policing issues.

Contact Us for More Information about Scheduling a Class for Your Agency or Academy!

BRING LEADERSHIP TRAINING TO YOUR AGENCY

Build the leadership capacity in your community and show dedication to your staff's professional development by hosting a training. For more information:

IACP International Association of Chiefs of Police

LeadershipServices@theIACP.org
theIACP.org/LPO • theIACP.org/First-Line-Leadership
800.THE.IACP

CALENDAR

2020

JUL 13 — 15

SPPADS Annual Conference, SEATTLE, WA

The 2020 IACP SPPADS Conference is dedicated to advancing the principles and competency of professional law enforcement instructors. This professional law enforcement event provides a forum for academy directors and instructors to exchange ideas, methods, and practical experience and to discuss critical issues, as well as an opportunity to network with their peers.

theIACP.org/events/conference/2020-sppads-annual-conference

AUG 6 — 8

DAID Conference, SAN ANTONIO, TX

The DAID Conference features a mix of plenary sessions and concurrent workshops that are designed to keep attendees up to date on the latest practices and science relating to impaired driving with a focus on drug impairment detection and recognition. Attendance is open to drug recognition experts, physicians, prosecutors, toxicologists, sworn officers, first responders, and civilian employees of public safety and government agencies.

theIACP.org/DAIDconference

OCT 17 — 20

IACP Annual Conference & Exposition, NEW ORLEANS, LA

Since 1893, the IACP has been shaping the law enforcement profession. The IACP Annual Conference and Exposition has been the foundation, providing leaders with new strategies, techniques, and resources they need to successfully navigate the evolving policing environment.

theIACPconference.org

Visit **theIACP.org/all-events** for a complete listing of upcoming IACP events, including conferences and training opportunities.

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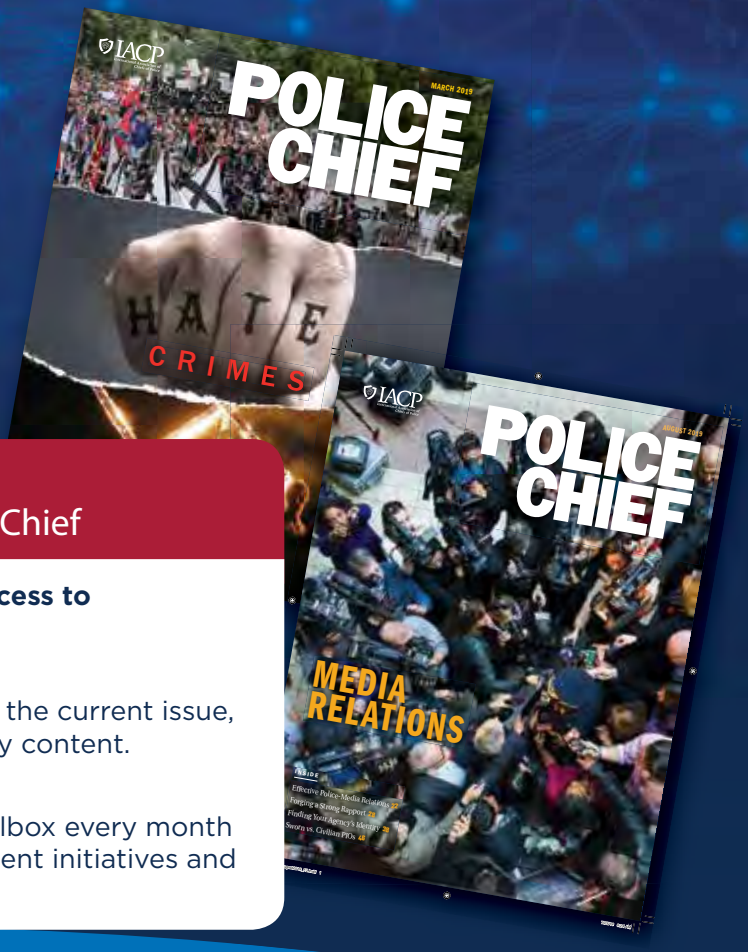

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